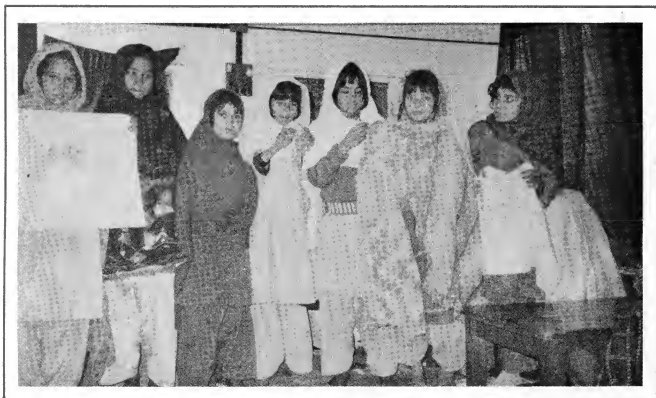


**ARC** Austrian Relief Committee  
for Afghan Refugees



Annual Report 1990



### ARC VIENNA BOARD

Chairpersons: Dr. Alfred Janata, Chairman  
Ilona Seilern (Caritas)

Secretaries: Dr. Christian Reder  
Mag. Wolf M. Zacherl

Treasurers: Dr. Erich Zeillinger  
Dr. Max Klimburg

Members: Nassim Jawad  
Else Parth (Amnesty International)  
Nur Safa

Auditors: Dkfm. Helmut K. Steiner  
Dr. Harald Woegerbauer

### ARC ADMINISTRATION (PAKISTAN)

#### Main Office

Director: Nassim Jawad (until July 1990)  
Dr. Abdul Wakil (July to Nov 1990)  
Dr. A. Rahman Zamani [Interim] (After Nov 1990)

Deputy Director: Mark Arnold

Finance Manager: Sarah Gray

Admin/Personnel Manager: Mohammad Akber

Training Manager: Peter Chamberlain

Asst. Training Manager: Mohammad Hussein

Secretary/Trainer: Jeannie Brown

#### RDP

Project Coordinator: Dur Mohammad Fazel

Agriculture Manager: Noor Agha

#### PHC

Medical Coordinator: Dr. Abdul Rahman Zamani

#### SBH

Project Coordinator: Steven Sugden

#### TTCs

Manager - Munda: Eng. Fazel Ahad

Manager - Akora Khattak: Eng. Nasir Ahmad

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### **Austrian Relief Committee for Afghan Refugees (ARC)**

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Cover picture: Young girls display handicrafts at Children's Park, Gandaf.



## INTRODUCTION

### Is the Afghanistan problem still important?

During the Russian occupation of Afghanistan from 1979 to 1989 many of the country's towns and villages were completely destroyed by aerial bombing. One million Afghans died, while 5.5 million fled to become refugees: 3.5 million in Pakistan and two million in Iran. Many more Afghans fled their homes to become internally displaced. Much of Afghanistan's agriculture, and the irrigation systems which supported it, was destroyed making it impossible for the rural population to feed itself.

Many people assumed that when the Russians withdrew their troops, Afghanistan's problems were over. Unfortunately, this was far from the truth. The Kabul regime, which controls only Kabul and a handful of towns supplied by air, is still massively backed by the Russians, who supply large quantities of weapons. Fighting between the mujahideen and the Kabul regime continues in many areas, and the regime still carries out aerial bombing. Afghanistan has also been troubled by fighting between rival political groups.

Few refugees have felt safe to return home, and even if they were to return, it would be impossible for many of them to support themselves and feed their families. However, funds for refugees are declining, which means that they are suffering the effects of reduced rations and shrinking support services.

The Afghanistan problem is as serious and pressing as ever, and requires the world's urgent attention. Afghanistan and its refugees desperately need international aid and help in finding a peaceful political settlement.

### How the world views the Afghanistan problem

In 1990, Afghanistan was forced out of the limelight by other world events. The attention of the international media was redirected to the dramatic happenings in Europe: the break-up of the Soviet empire, and the reunification of Germany. Western governments committed huge funds to supporting the fledgling democracies in Eastern Europe and developing their weak economies. West Germany, Europe's strongest economy, was burdened with the responsibility of subsidizing its weaker Eastern counterpart.

Developing countries feared that their needs would be forgotten. Funds which might otherwise have been directed to Asia and Africa, would be diverted to Eastern Europe. Afghans suffered as the donor countries reassessed their priorities. UN agencies working with Afghans, for example, faced sharply declining budgets, as donor governments reduced their support.



Afghanistan has not yet enjoyed any benefits arising out of the end of the Cold War. With the thawing of relations between the US and the Soviet Union, Afghanistan has become less of a political issue. There were several meetings between the foreign ministers of the United States and the Soviet Union (Baker and Shevardnadze), but their discussions on Afghanistan were inconclusive. The Soviet Union continues to pour in massive military support for the Kabul regime, without which it would surely collapse. The United States, on the other hand, has scaled down its support for the mujahideen cause and the Afghan Interim Government.

### Aid Activities

In difficult economic and political circumstances, UN agencies and NGOs continued to work with refugees in Pakistan, and in cross-border projects in Afghanistan. UNHCR's funding cuts meant that some programmes had to be reduced or curtailed. UNDP decided that its funds had to be coordinated through its Kabul office, which was difficult for some NGOs to accept. ACBAR, the NGO coordinating body, came close to financial collapse, but survived through vigorous fundraising, cost-cutting and the support of the aid community.



Farmer ploughs seed trial plots in Charkh,  
Logar province.



There were a number of attacks on NGOs in Peshawar. Shelter Now International (SNI), an Australian NGO, suffered an attack on its activities in a refugee camp. Later the Director was shot at, but was fortunately unhurt. SNI closed its projects soon afterwards. ARC suffered a break-in at its offices. WUFA's (Writers Union of Free Afghanistan) office was also broken into. The IRC Director received a death threat. A doctor working in Afghanistan, employed by MSF France, was murdered. As a result, MSF France ceased its activities in Afghanistan.

### Refugee Returns

UNHCR introduced an incentive scheme to encourage Afghan refugees in Pakistan to return home. Families were offered a cash sum, plus some wheat in return for surrendering their ration cards. It was difficult to assess accurately the effectiveness of the scheme, because some refugees surrendered their cards to obtain the cash and wheat, but did not leave Pakistan. The results were generally considered disappointing. It seemed that refugees would not return in large numbers until they felt secure, and confident in their ability to grow enough food to feed their families.

### Mines

Mines remained a formidable problem in Afghanistan. Millions had been laid by both sides during the conflict and many Afghans continued to die and lose limbs in mine explosions. UNOCA introduced large mine-clearance machines (flails) in parts of Afghanistan to supplement other mine clearance activities. However, their efficacy suffered from Kabul regime air attacks and a shortage of spare parts.

### Gulf Crisis

Towards the end of the year, the effects of the Gulf Crisis could be felt in Pakistan, initially with an increase in fuel prices. With the approach of the Jan 15, 1991 deadline set by UN for Iraq to leave Kuwait, the expatriate community in Pakistan feared possible reprisals from the public, should Allied bombing of Iraq commence. Some NGOs, particularly IRC (International Rescue Committee), reduced their expatriate presence in Peshawar.

At the time of writing it is difficult to predict the precise consequences of the Gulf Crisis on Afghanistan and the refugees. One negative effect has been that the importance of Afghanistan in the eyes of the international community has been downgraded once more, as the Gulf Crisis has captured the world's attention. In addition, if expatriate aid workers feel unsafe, they may leave Pakistan, which could result in western donors reducing funds for Afghan programmes. Finally, reconstruction after the Gulf War will require huge resources, which might divert funds away from Afghans.



## REPORT FROM VIENNA BOARD

1990 was a year of major changes, especially in two important areas. First, Nassim Jawad, initially project manager and then director of ARC Peshawar since it started in 1980, resigned after eleven years of successful efforts building, maintaining and developing an independent NGO. He has been busy since he left writing down his experiences, which will hopefully be published, allowing the public to benefit from his expertise. Nassim has been elected a member of the Vienna Board and will thus be able to continue contributing to the welfare of ARC and its beneficiaries.

The other major change was that, following a decision by the Norwegian government, the Norwegian Refugee Council (NRC) and Norwegian Church Aid (NCA) set up their own national NGO in Pakistan to run projects they funded. Since they had been the main donors for ARC's refugee programmes, new resources and solutions had to be found. We decided to transfer the ASAR project to the new Norwegian NGO (see previous ARC Annual Reports). Continuity of our philosophies and aims were guaranteed through the expatriate project manager retaining his position. Our negotiations in Vienna with the Department for International Development (Ministry of Foreign Affairs) proved successful: they agreed to fund ARC's refugee programmes (including costs for the Main Office in Peshawar) until the end of 1992.

The Ministry of Foreign Affairs reorganized the administration of development funds, which means that we have a new "go-between". Financial administration and control was transferred from IIZ to the newly-established ADC-Austria. We would like to express our sincere thanks to the IIZ staff for their friendly cooperation and hard work over so many years. Our new partner ADC has already proved its efficiency, which is hardly surprising since its director Gerd Kellermann had been ARC's Deputy Director in Peshawar for two years (under an IIZ contract).

We were less fortunate in replacing Nassim Jawad as director. Dr. Abdul Wakil seemed a suitable fit for the position, but left for personal reasons after a few weeks. Dr. Abdul Rahman Zamani, ARC's Medical Coordinator since we started in 1980, agreed to take the post of Acting Director until another qualified Afghan was found. The Vienna Board has contacted several institutions and hopes to receive applications for the director position shortly.

The Annual General Assembly of ARC-Vienna, held on June 6, 1990, approved minor changes in the composition of the board. The welfare organization Volkshilfe is no longer represented, since it is restricting its activities to Austria. (Members of the new board are listed on the inside front cover of this report.)



The financial situation in Vienna, as in the past few years, is quite poor. Donations and contributions from members were minimal. We were pleased with the "emergency fund" of ATS 194,122 (about Pak Rs 300,000) remaining in our accounts at the end of 1989.

The annual ARC-cum-Donor meeting (October 8-9, 1990) was attended by representatives from Bread for the World (Germany), HEKS (Switzerland), Interchurch Aid and NOVIB (Netherlands), ADC and IIZ (Austria), ARC Peshawar management team and ARC Vienna Board.



ARC-cum-Donor Meeting in Vienna, October 1990.  
From left to right : Ilona Seilern, Dr. A. Rahman  
Zamani, Mieke Weeda, Geoffrey Salkeld, Irene Idarus,  
Dr. A. Wakil, Vera Lenhard, Mag. Wolf Zacherl,  
Dr. Alfred Janata, Dur M. Fazel, Nassim Jawad, Dr.  
Max Klimburg, Dr. Christian Reder.



The major topic for discussion, apart from project and budget proposals for 1991, was the Assessment Report on Afghanization, prepared by Geoffrey Salkeld and Wolf Zacherl. Copies of this report and minutes of the meeting are available on request. Problems discussed were summarized in the minutes as follows:

- support of the management in Peshawar
- type of support needed from Vienna
- strengthening the Afghanization process
- more frequent monitoring trips from Vienna during transitional period
- ARC's future shape and structure
- ARC's relation to Vienna and long-term financial dependency
- the future role of the Vienna Board
- time plan for individual projects to become independent agencies
- rethinking and better structuring of activities for women.

Finally, we would like to express our gratitude towards His Excellency Dr. Hans Walser, Austrian Ambassador to Pakistan, and his team for their deep interest in, and continuous support for ARC's activities.

Alfred Janata - Chairman  
Christian Reder - Secretary



## ARC IN 1990

1990 was a year of consolidation for our projects both in Pakistan and Afghanistan. Some important steps were taken along the road towards Afghanization, ie. ARC being run by competent Afghan management and staff. Afghan boards were established: advisory project boards, a central board and general assembly. The boards were comprised of both management and elected representatives of the Afghan staff. Their function was to discuss policy issues and make recommendations to management. In this way, Afghan staff became much more closely involved in deciding how ARC was to be run.

An important component of ARC's Afghanization policy is staff training and development. ARC established a training department under the leadership of an expatriate training coordinator. Our efforts in the field of staff training and development became more systematic and effective than before. We sent staff on overseas and local courses, and organized a wide variety of in-house training in technical, administrative, management and language skills.

We are grateful for the efforts of Geoffrey Salkeld (NOVIB) and Wolf Zacherl (ARC Vienna Board), who came to Peshawar in October 1990 to conduct an assessment of ARC's Afghanization programme. Their report has been very helpful in strengthening our efforts in that area. (A summary is included in this report.)



Training in mine awareness for RDP staff.



In 1990, we conducted two monitoring missions to our Rural Development Programme (RDP) projects in Ghazni and Kandahar. We also started to plan the expansion of our cross-border activities in Afghanistan, not by moving into new geographical areas, but by developing new activities in areas where we already worked. Those activities are to be in fields where we have already gained expertise in our refugee programme in Pakistan. We conducted a feasibility study for a TTC in Logar province. The results were positive, our donors were supportive and we are planning to implement the project in 1991. Our donors also supported our plans to implement a cross-border PHC and Sanitation programme.

We were not able, unfortunately, to secure funding for our planned agricultural training institute. We implemented, however, an ambitious long-term training programme for our cross-border staff, involving training both in Peshawar and in the field. The programme has necessitated considerable cooperation with other NGOs, who have all shown great interest.

Our Primary Health Care (PHC) programme expanded and improved its training activities for Afghans intending to be health workers inside Afghanistan. We cooperated with several other agencies in strengthening our PHC training team. We provided courses for laboratory technicians, vaccinators and malaria supervisors.

Our Sanitation and Basic Health (SBH) programme developed an improved method of distributing to refugees components used in latrine construction. This resulted in greater efficiency and an increase in the speed of construction.

ARC's Technical Training programme implemented a follow-up programme to provide financial and technical support to graduates of our technical training centres (TTC's). In this way, we were able to provide assistance to graduates in finding employment and setting up businesses.

At the beginning of the year, ASAR (Assistance to Skilled Afghan Refugees), EED (Employment Exchange Department) and TTCP (Technical Training Centre Peshawar), were transferred to NRC (Norwegian Refugee Council), to be administered through their Project Office. Funding by NRC/NCA (Norwegian Church Aid) for our PHC and TTC programmes ceased at the end of 1990. We are pleased that the Austrian Government has shown great confidence in ARC and has guaranteed funding for those projects, with inflation increases, at least until the end of 1992.

In 1990, our private donors maintained and, in many cases, increased their contributions towards the cost of ARC's work. However, UN agencies - UNHCR and UNDP in particular - faced severe budgetary squeezes. This caused them to delay or cut NGO funding, sometimes at short notice, and prevented them from making long-term funding commitments. This caused ARC and other



NGOs severe problems in implementing projects, particularly cross-border.

We faced continuing security problems both in our cross border projects and in Peshawar. In Logar, our beekeeping project suffered in an aerial bombing attack. At times it was difficult to reach our projects in Ghazni due to local unrest. Our Main Office in Peshawar was raided by armed men, who tied up our security staff and absconded with two vehicles. As a result, we tightened our security arrangements.

ARC helped organize an international conference held by WUFA (Writers Union of Free Afghanistan) in Peshawar. The conference was dedicated to the memory of the late Louis Dupree. Several prominent speakers were invited from various parts of the world to discuss a wide range of Afghan issues. (Further details are included in this report.)

ARC was sad to say goodbye to Nassim Jawad, who had been our Director since 1980. His work and dedication were instrumental in creating the strong, diverse agency that ARC is today. He is missed by all of us in Peshawar. We are glad that he maintains his interest as a member of ARC Vienna Board, and wish him success with the book he is writing about the Afghan situation.

Dr. Abdul Wakil replaced Nassim Jawad as Director, but unfortunately resigned his position after a short time for personal reasons and returned to Europe. Dr. Rahman Zamani, ARC Medical Coordinator agreed to act as Interim Director.



Nassim Jawad gives prize to one of PHC's best employees.

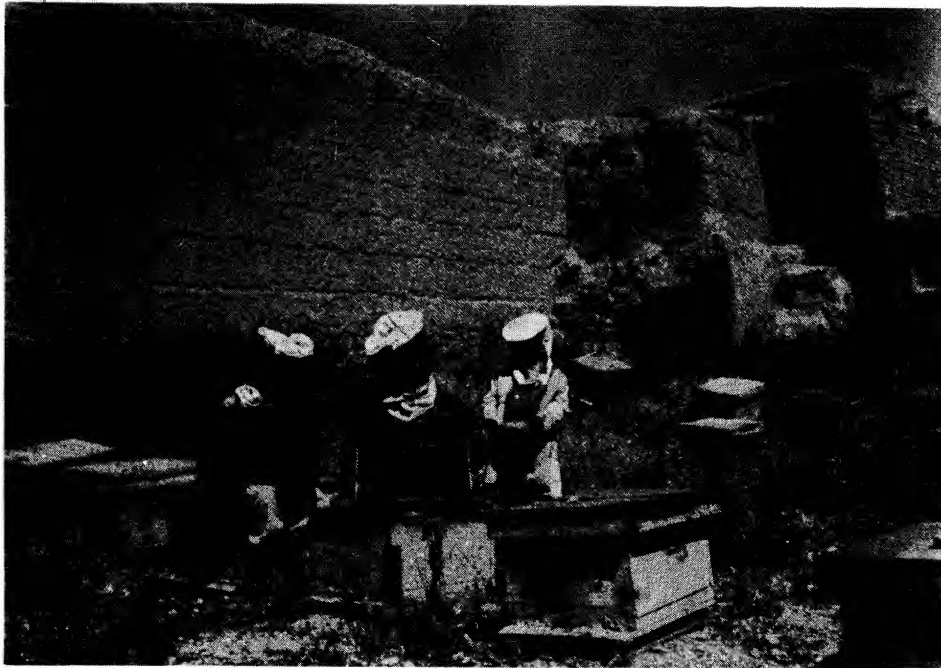


### ARC IN THE FUTURE

Our long-term aim is to transfer our current refugee activities into Afghanistan. The exact timing, of course, depends on when the refugees move back in large numbers. In the short-term, we plan to start pilot projects cross border. 1991 should see the construction of a TTC in Logar and the implementation of a Sanitation and PHC programme in the same province.

We aim to have Afghans in all key management positions, as soon as possible, with expatriates available as advisers. ARC's priority will be staff training and development, to ensure that Afghans have the skills necessary to take over important roles.

ARC will work to ensure that its projects become independent. It will encourage direct links between donors and project staff. This process will be helped by holding our 1991 donor conference in Peshawar. Through its system of boards, ARC will continue to encourage the maximum of participation by staff members in deciding how projects are run.



Honey production in Charkh, Logar.



## ASSESSMENT OF AFGHANIZATION

ARC not only monitors its own activities, but also recognises the value of external assessment by those not involved in the day-to-day running of projects. For this reason, we invited Geoffrey Salkeld of NOVIB and Wolf Zacherl from ARC Vienna Board to Peshawar in October 1990 to assess our progress towards Afghanization. Their report contained many constructive suggestions, some of which were already being implemented before the end of the year. The report was translated into Dari and discussed in all ARC projects and we submitted a formal response to the Vienna Board, with details of how the recommendations were to be implemented. A brief summary of the problem areas highlighted in the report and our responses are summarized below.

- Need for accelerated Afghanization of key management.

We have now appointed Afghan counterparts for the deputy director and training coordinator. A suitable counterpart for the finance manager has not yet been appointed. We will set target dates for handing over responsibilities.

- Need for more participation in management.

The advisory role of the elected project boards has been clarified and regular meetings have been scheduled.

- Need for project and overall policy statements.

A draft ARC policy statement was prepared and individual project policy statements will be finalized early in 1991.

- Need for improved, formal communication channels, especially between senior staff.

We introduced weekly project managers' meetings with a regular format.

- Need for decentralization and more delegation.

Senior project staff are being trained to take on more responsibilities.

- Top management structure and methods need to be reviewed.

In 1991, the deputy director will become a management adviser. Project objectives are being set. We plan to recruit a coordinator for the TTC programme. SBH and PHC programmes will be coordinated cross-border.



- Management training should be made a high priority.

Management training sessions are being conducted after the weekly project managers' meetings. New, appropriate overseas courses are being identified in Europe and Asia. Comprehensive training records are being maintained.

- Need for improved personnel policies.

Personnel policy is being standardized between projects. A staff appraisal scheme has been implemented. To improve productivity, staff reductions have been made in Main Office, RDP and TTCs.

- Need for more systematic monitoring and reporting.

Bi-annual progress and financial reports are to be compiled. A comprehensive, external evaluation of our rural development programme is planned for 1991.



In-house training for irrigation engineers.



## MAIN OFFICE

Main Office supplies, to varying degrees, the following services to projects: accounting, training, administration, planning, coordination, vehicle maintenance, purchasing, personnel, recruitment and Fax services. Certain projects, PHC and Sanitation in particular, have achieved a greater degree of independence and require fewer services.

Following ARC's Afghanization policy, Main Office staff are almost all Afghan. The five expatriate staff are the deputy director, finance manager, secretary/office trainer (part-time), training coordinator and English teacher. The deputy director, training coordinator and English teacher each have an Afghan counterpart, and we plan to appoint a counterpart for the finance manager as soon as possible. Our staff training and development activities are described in a separate section of this report.

Several improvements were made in Main Office. An organization chart and job descriptions were introduced, which enabled clear lines of authority and responsibility to be established. A Main Office Project Board comprising the Director and elected staff representatives was established. Administrative staff were trained, both in-house and externally, in English language and a wide range of computer and administrative skills.

Improvements were made in the area of personnel administration. We appointed one person as personnel manager to take charge of improving and standardizing ARC's personnel records system.

We improved the flow of information, its storage and retrieval. For incoming correspondence, we introduced an efficient method of distribution and filing. For all documents, reports and letters produced by us, we started a coding system. Each document and its computer file were given a code number listed in a central register. If we needed to modify or reprint a document, it was easy to access its computer file on a set of master diskettes.

The library was reorganized and a list of its contents has been produced.

Work began in 1990 on a comprehensive computerized database of the various address lists required for the distribution of cards, calendars, reports, etc. We obtained a Fax machine to improve our contacts with ARC Vienna and our donors.

To improve efficiency we streamlined our staffing by not filling positions for a computer operator, copying assistant, assistant purchasing officer and driver, as they became vacant.



We saved money on vehicle servicing by carrying out oil and tyre changes on the premises, in conjunction with Sanitation and Basic Health (SBH) department.

1990 saw an increase in Main Office's work load in the area of coordination. There was a sharp increase in the number of internal meetings held: by project managers, the new central boards and project boards, and by various task forces. Each meeting was timetabled and participants were notified in advance. Agendas were circulated and minutes taken. The minutes were typed, checked, sometimes translated, and then copied, distributed and filed.

Many of the problems faced by Main Office were exacerbated by employing staff who had not yet mastered the administrative and typing skills needed for the job. After a search lasting several months, we were fortunate to recruit an expatriate secretary/office trainer, who had the ability and patience to work with our Afghan staff and help them to develop their office skills.

We were saddened by the death of our senior driver, Ahmad Shah, who died of a heart attack in December 1990.



Main Office switchboard operator with new Fax machine.



## STAFF TRAINING AND DEVELOPMENT PROGRAMME

### BACKGROUND

#### History of the Programme

ARC has always been committed to training its staff, but the adoption of a policy of Afghanization required that staff training should be expanded and become more systematic. For this reason, ARC established a Training Department in 1990, whose purpose was to design and implement a comprehensive staff training and development programme.

#### Programme Goals

The goals of ARC's staff development programme are to:

- a. Assess current skill levels among ARC staff, identify their training needs and establish clear training objectives for key staff and projects.
- b. Establish in-house administrative and management training programmes using master trainers in each project. In this way, each project will be able to satisfy its own basic training needs.
- c. Use external training courses more effectively by:
  - (1) advising management on courses available;
  - (2) evaluating them; and
  - (3) improving preparation for trainees before attending a course and providing better follow-up afterwards.
- d. Assist management in preparing in-house courses in management, technical, administrative and language skills, and supply training facilities.
- e. Strengthen and develop the in-house English Language Programme.

#### Organization

The training department is headed by an expatriate training coordinator, who has an Afghan counterpart as an assistant. There are two English language teachers: one expatriate and one Afghan. The department is based at ARC's main office in Peshawar. It has one training room, which also serves as an office. A separate office is planned for 1991.



## **ACTIVITIES**

### **Training Needs Assessment**

Training needs were assessed after extensive discussions with all projects. Surveys were carried out in RDP, TTCs and Main Office. A training programme was designed to satisfy the needs discovered.

### **Objective Setting**

To improve the quality of ARC's project planning, we introduced a system of setting objectives for each project on an annual basis. We provided training to project managers in setting clear, measurable objectives. Each project is required to set its own objectives in conjunction with the Main Office management team. Progress in achieving the objectives is reviewed at regular intervals with a final evaluation at the end of the year.

### **Staff Appraisal**

During 1990, we introduced a comprehensive staff appraisal system for all ARC employees. At the design stage we held extensive consultations with project managers and reviewed schemes used by other organizations. At the time of the scheme's introduction, we organized training for managers in how to implement it.

The system is based on an evaluation form of each staff member, completed annually by the person's supervisor. The supervisor rates each employee's work performance on several attributes, and is encouraged to give as much explanation as possible. The supervisor outlines the employee's training needs and recommends any changes that might be required in the person's job. The form is then used to systematically review each staff member's salary. Managers are encouraged to use the forms to help develop strategies for improving each employee's work performance.

### **In-House Training**

#### **(i) English Language Programme (ELP)**

In 1989, ARC became the first Peshawar-based NGO to set up an in-house English Language Programme. At least three other NGOs have followed our lead. ELP has provided lessons for all projects except SBH, whose predominantly Pakistani staff have a good command of English.

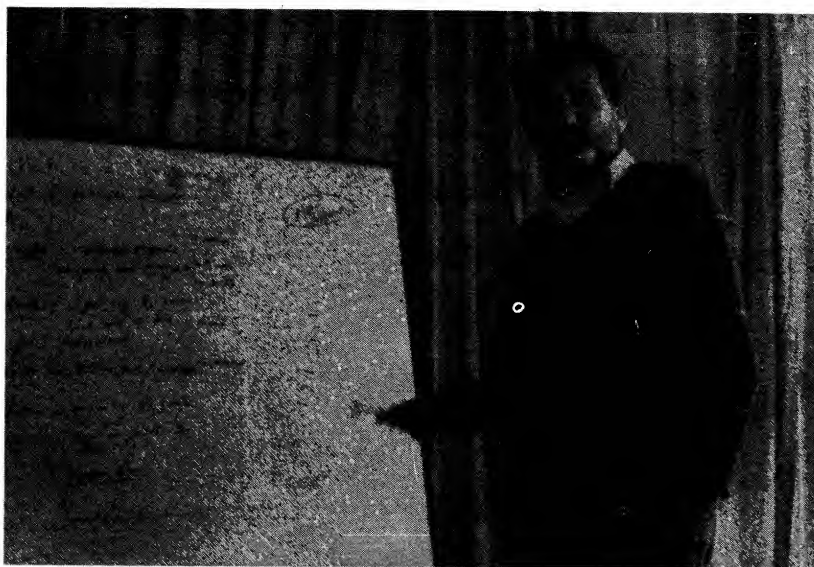


The main problem in 1990 - lack of an advanced level teacher - we solved with the appointment of a temporary British teacher in December. The British organization, VSO (Voluntary Service Overseas), hopes to provide a permanent teacher by April 1991. The teacher will supervise the programme, teach advanced English and train ARC's Afghan volunteer teachers, who currently teach six of our English language classes.

**(ii) Management and Administrative Training**

A series of short (1-2 day) courses was prepared. Courses on report writing, business correspondence and managing meetings were run. Each one was repeated and tailored to suit different projects. Care was taken to ensure that trainees had the opportunity to use their new skills in their day-to-day work.

Preparation began for the following courses planned for 1991: bookkeeping and basic accounts, and human management skills (including motivation, team building and interpersonal skills).



Mark Arnold, deputy director, conducts management training session for project managers.



Towards the end of 1990 we introduced weekly project managers' meetings to improve communication and cooperation between projects. The meetings were followed by training sessions designed to meet managers' current needs. For example, training in staff appraisal was given at the time of the scheme's introduction; training in objective-setting was given at the time it was necessary to formulate project plans. This approach allowed us the flexibility to respond quickly to our managers' training needs. It was too early to fully evaluate this management training strategy, but feedback seemed very encouraging.

#### **(iii) Computers**

ARC conducted training courses in computer skills. The Main Office accounts staff were trained in Lotus 1-2-3 and five staff from the TTCs and Main Office learned WordPerfect. Each project now has at least one staff member whose computer skills encompass at least basic word processing. The classes use ARC's existing facilities and staff are trained using a practical "hands on" approach. Staff are taught in small groups (3-5 people) to ensure adequate practice time.

#### **(iv) Rural Development Programme (RDP)**

Most of RDP's 130 staff spend much of the year in Afghanistan. An extensive survey of RDP field staff in our five project areas of Afghanistan revealed a serious lack of agricultural knowledge and skills, as well as considerable weakness in administrative abilities. These problems are particularly serious because our field staff work for long periods in Afghanistan without close supervision by the Peshawar office. We realised a pressing training need for our cross-border staff and recalled 30 senior field staff to Peshawar in December for a three-month intensive course.

The objectives of the course were as follows:

1. To upgrade the vocational skills of agriculturalists, veterinarians and agricultural engineers.
2. To upgrade administrative, managerial and language skills.
3. To establish, through a series of workshops, a comprehensive system of administrative and accounting procedures suitable for cross-border conditions, fully consistent with ARC's rules and regulations.

#### **(v) Sanitation and Basic Health (SBH)**

The Training Coordinator assisted SBH in preparing a series of health education lesson plans on topics such as malaria control, use of latrines and oral rehydration. The lessons, designed for





In-house computer training course.

schools in refugee villages, conveyed simple health education messages to people with low literacy levels.

#### **(vi) Resource Development**

Training resources were considerably upgraded. A VCR, TV and overhead projector were purchased. BBC video English courses were introduced. The Ranfurly Library Service (UK) sent a donation of 700 books on a variety of technical subjects, in addition to books for English language students. The Asia Foundation also made a donation of technical books. During 1990, our library lent a total of 735 books to 76 staff members. We also made 71 cassette tapes for staff eager to improve their English listening skills.

#### **External Training**

##### **(i) Local Courses**

A total of 37 staff attended courses with local training organizations such as Save the Children Fund (SCF-UK) and International Rescue Committee's (IRC) Public Administration programme. In December, we became founder members of the new



ACBAR Training Subcommittee set up to coordinate local training efforts.

We developed a procedure for sending staff on courses, outlining the steps to be taken from the initial identification of training need to the final evaluation of training.

### **(ii) Overseas Courses**

In 1990, two ARC staff members were sent overseas to attend a development studies course at Selly Oak Colleges, Birmingham, England. They also visited OXFAM, one of ARC's donors, to gain an insight into how development agencies work.

There has been considerable debate within ARC on the benefits of overseas training and the problems involved (such as trainees not returning, resentment from those not selected, and the increasing cost). However, overseas training is a priority, as it gives senior Afghan staff an understanding of aid and development work in the international context.

In 1990, a committee of senior staff members selected overseas trainees. Now, with proper training and staff evaluation records, the training department assumes this duty in consultation with the director and project managers.

## **CONCLUSIONS**

### **Achievements and Failures**

In 1990 we successfully implemented the following:

- Training needs assessment
- Staff appraisal
- Annual objective setting
- In-house management training programme
- In-house training for RDP cross-border staff
- In-house computer courses for Lotus 1-2-3 and Word Perfect 5-0 and dBase
- Evaluation of all courses
- Follow-up of trainees

We improved the resources and facilities available to trainers and coordinated more closely with other NGOs.

The lack of a training policy and objectives caused uncertainty. However, discussions toward the end of 1990 resulted in a policy and future plans with specific objectives being agreed upon early in 1991.



## Objectives for 1991

Our principal objectives are as follows:

1. Complete ARC's training policy and ensure its implementation. Help other projects complete and implement their own policies.
2. Complete RDP's three-month training programme. Evaluate it and establish priorities for the next course (Dec. 1991-Feb. 1992). Conduct a follow-up programme to assess the effectiveness of the course.
3. Identify and train master trainers in each project, capable of providing basic management and administrative training.
4. Develop the assistant training coordinator's skills to the level where he can supervise all routine aspects of in-house and external training.
5. Improve coordination with other NGOs by organizing training courses jointly and arranging exchange trips so managers can learn from seeing similar projects operate.
6. Improve training department's facilities by securing a large training room, a small group room and a separate office.



## BHUs AND PRIMARY HEALTH CARE PROGRAMME (PHC)

### PROJECT AT A GLANCE

#### **Programme Goal**

To improve the health of Afghans, both in refugee camps and cross-border, through high quality curative, preventative, health promotive and rehabilitative services.

#### **Organization**

- Primary health care programme for refugees through three basic health units (BHUs) in Baghicha, Gandaf and Kagan
- Children's Park in Gandaf
- Training Programme
- Total 75 employees

#### **Target beneficiaries**

Direct: 31,000 refugees and up to 4000 Pakistanis living in nearby villages.

Indirect: Afghans cross-border, who receive services of health workers we have trained.

1990	Expenditure	Budget	Funding
	Rs	Rs	
PHC/BHU Baghicha	1.2m	1.4m	IIZ
PHC/BHU Gandaf	1.3m	1.4m	NRC/NCA
PHC/BHU Kagan	1.3m	1.3m	NRC/NCA
Training programme	0.5m	0.6m	NRC/NCA
PHC Office	0.9m	1.1m	IIZ/NRC
-----			
Total	5.2m	5.9m	

#### **Summary of activities**

Preventative: malaria, TB, diarrhoeal diseases, acute respiratory infections, immunization, environmental sanitation.

Curative: diagnostic, laboratory, essential drugs, dressings, injections, ear lavage, minor surgeries, dental.

Promotive: maternal and child health, antenatal, supervised deliveries, postnatal, under-five clinics, home visits, school health, health education.

Rehabilitative: physiotherapy, nutrition.

Training: vaccinators, malaria supervisors, lab technicians, CHWs, TBAs, in-service staff training.



## BACKGROUND

### History of the Programme

We started as ARC's first programme in 1980, providing curative medical services through two mobile health units, with a staff of 12. We gradually grew into an integrated primary health care programme with three BHU's in Baghicha, Gandaf and Kagan, an independent training team and a Children's Park in Gandaf. The programme is coordinated through an office in Mardan.

### Our Philosophy

- To move from relief to development activities, such as health promotion and disease prevention.
- To encourage self-sufficiency in both staff and beneficiaries.
- To encourage community involvement through voluntary health workers, TBAs, etc.
- To view vulnerable groups such as women and children as a priority.
- To coordinate with other organizations (through joint programmes and development of standard training curricula and working methods).



Two-month-old baby weighs  
in at Baghicha.



## PREVENTATIVE ACTIVITIES

### Malaria Control

In 1990, the disease assumed epidemic proportions, becoming one of the major public health problems in NWFP and affecting the camps where we work.

We used three strategies for preventing malaria:

1. Active case finding with the help of CHWs (community health workers) and treatment of sufferers.
2. Destroying breeding places for mosquitoes by draining stagnant water and using larvicide.
3. Spraying insecticides and giving health education.

Our efforts sharply reduced the incidence of malaria in the first seven months of 1990, compared with previous years. However, in August there was a sudden increase in sufferers, most likely resulting from UNHCR/PDH suspending its malathion spraying programme. Spraying stopped as it was feared that mosquitoes were becoming resistant. To control the disease, all concerned agencies need to cooperate with the Provincial Malaria Control Programme.

A worrying trend was an increase in falciparum malaria. This caused a rise in infant and under-five mortality rates, and an increase in the incidence of still births and low birth weight.

### Control of Tuberculosis

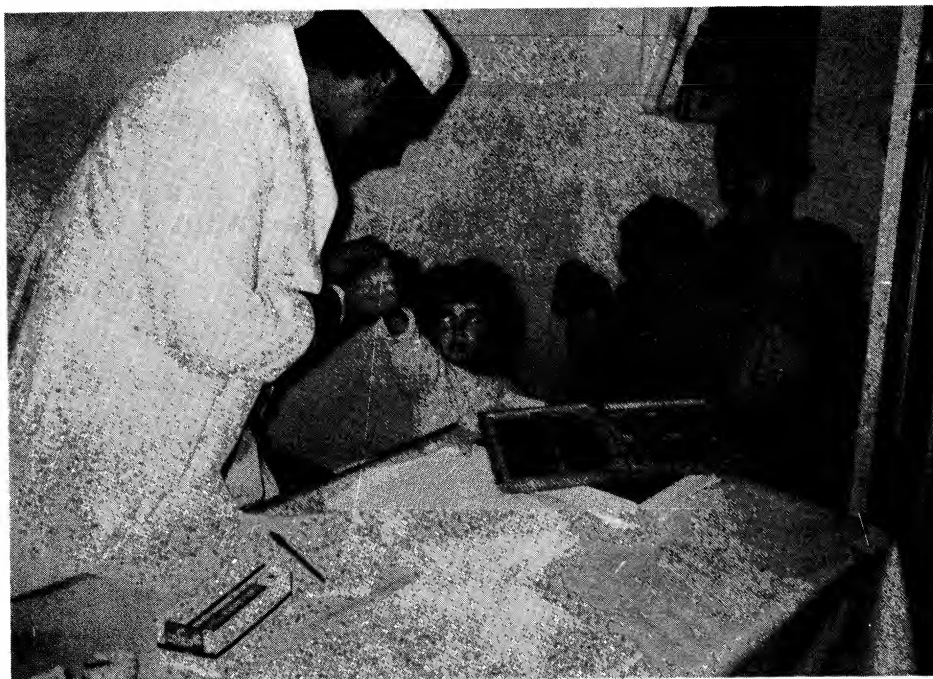
In 1990, we examined more sputum slides for each suspected sufferer than in the previous year. CHWs increased their efforts in active case-finding. However, the number of sufferers did not grow.

### Immunization

Further improvements were made in 1990 in the areas of policy, planning, administration, supervision, surveillance, training and health education. Immunization coverage improved from the previous year. For example, polio vaccination coverage for new borns rose from 71% to 92% and measles from 62% to 90%.

Our immunization programme targets children under five and women of child-bearing age. We aim to achieve 100% coverage of children under a year old and pregnant women. EPI teams assisted by CHWs supplemented the immunization programme in BHUs.





Blood smear for malaria at Baghicha.

### **Sanitation**

We employed three sanitarians to undertake the following:

- Construct and upgrade latrines, inspect and advise on usage. (5000 latrines were inspected in 1990 and 1400 were upgraded.)
- Maintain a clean water supply, by repairing tanks, wells and by chlorination.
- Dispose of garbage and maintain cleanliness of slaughter houses and bazaars. (A new slaughter house was constructed with the help of ARC Sanitation and Basic Health Project).
- Provide health education, and advise on nutrition.



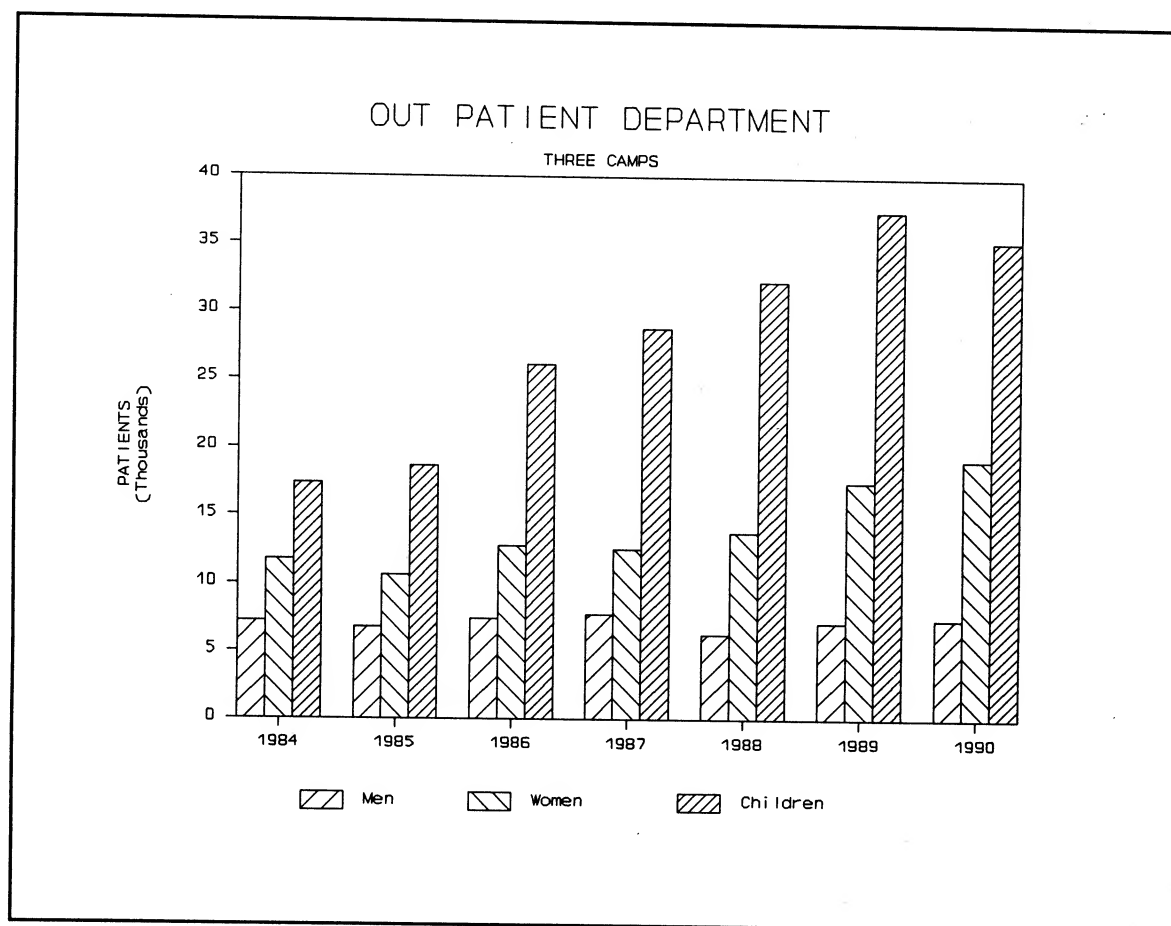
## CURATIVE ACTIVITIES

### Outpatients

Our outpatient programme provides treatment, and refers patients to specialists such as ophthalmologists, physiotherapists and psychologists. Where possible, we encourage specialists to give treatment at the BHU's, which avoids the need to refer patients to distant hospitals.

Almost 90% of visits to BHUs in 1990 were by women and children.

The following graph indicates the total number of patients visiting BHU's over the last seven years.



Number of patients visiting BHUs 1984 - 1990.



The fall in the number of children visiting BHUs in 1990 resulted from a reduction in the incidence of diseases. Eye disorders, intestinal parasites, malnutrition, measles, whooping cough and TB all declined. On the other hand, diarrhoeal diseases and malaria were more common with the shortage of safe drinking water and resistance of mosquitoes to malathion.

### Nursing

The nursing stations in each BHU provided not only basic treatment, but also training for voluntary community health workers (CHWs). In 1990, we were pleased to see a further decline in the number of injections and dressings given, compared to previous years. This indicates both a change of attitude in the refugee community and an increase in the level of treatment provided by CHWs working as volunteers in the camps.

### Dental

Two dental clinics in Baghicha and Gandaf camps worked in coordination with Dental Clinic for Afghans, providing basic dental treatment. In 1990, we improved the quality of our service and increased the quantity of treatment given. The dental clinics participated in school health training programmes.

## PROMOTIVE ACTIVITIES

### Maternal and Child Health (MCH)

The programme consists of antenatal care, supervised deliveries, postnatal care, under-five clinic, nutrition, home visits and health education.

Our work in the clinics is supplemented by active case finding and provision of medical care in homes.

#### - Antenatal care

We increased our coverage of pregnant mothers from 84% to 88% in 1990.

#### - Supervised deliveries

The proportion of supervised deliveries rose to 89% in 1990, compared to 82% in the previous year. This is higher than any other programme in NWFP. Accordingly, perinatal and postnatal complications were significantly reduced. The programme uses traditional birth attendants (TBAs) or "dais".





MCH clinic at Baghicha.

#### - Postnatal care

We visited almost all mothers to give them full postnatal examinations. In this way, we could identify obvious disorders such as congenital abnormalities. We were also able to constantly review the work of our TBAs and "dais", and provide additional training as required.

In addition, the postnatal care programme provides new clothes for mothers and their new-born babies.

#### - Under-five clinic

This programme follows postnatal care and provides immunizations, food supplements, growth monitoring and treatment and referrals, as required.

#### - Home visits

Home visits provide early detection of ill health and surveillance of high risk groups, follow-up treatment, and immunizations. In 1990, we visited over 2000 families in their homes - an increase of one-third from the previous year.

#### - School health

We conduct classes, train teachers and provide them with teaching materials. We also screen school children for early detection of health disorders.

#### Health Education

Health education is a priority in all aspects of our work, in clinics, schools and homes. When a doctor provides medication, he/she ensures that CHSS or LHVs will provide appropriate follow-up advice and guidance to the patient.



## **REHABILITATIVE ACTIVITIES**

### **Nutrition**

We supply supplementary foods, such as dried skimmed milk and cereals, to vulnerable groups - malnourished children, pregnant and nursing women and TB patients. We train mothers how to prepare nutritious meals for their children.

The acute shortage of dried skimmed milk (DSM) forced us to suspend our "mechanical cow" programme, which distributed liquid milk to families.

### **Physiotherapy**

Our rehabilitation programme for disabled children in Baghicha and Gandaf operates in cooperation with Sandy Gall Appeal for Afghanistan and Pakistan Red Crescent Society. In 1990, we provided physiotherapy treatment to over 600 patients and advice and support for parents. Several students are being trained in the programme.

## **TRAINING ACTIVITIES**

In 1990, we continued our training programme for TBAs and CHWs living in refugee camps, in preparation for repatriation. We included training in additional basic curative skills, assuming they will probably work without medical supervision in Afghanistan.

Recognising the huge need for trained personnel in Afghanistan, we reorganized our training team and offered courses for laboratory technicians, vaccinators and malaria supervisors. The new team, led by a medical officer, attended training courses with MSF, ICD and SCF (UK), and received in-house training by Gabi Steiner-Eder.

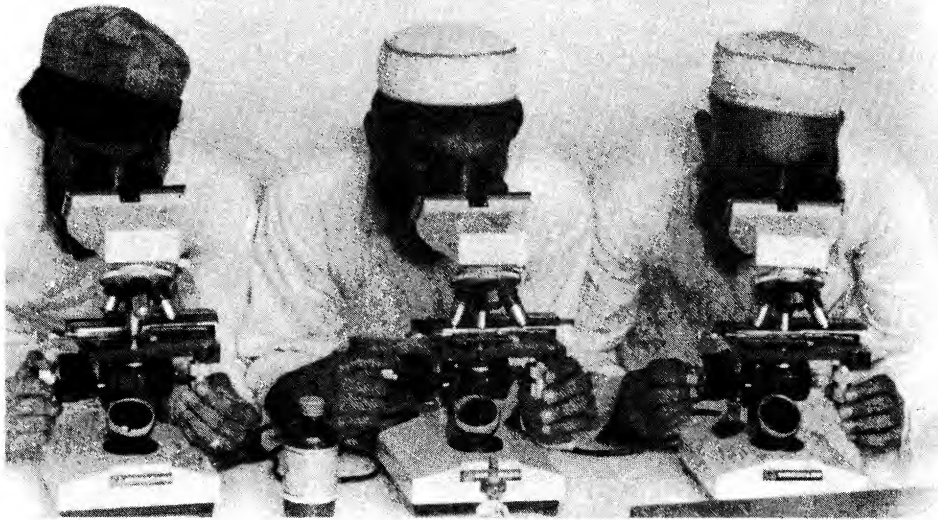
In 1990, we trained 23 vaccinators, 22 malaria supervisors and 10 laboratory technicians.

PHC has always been committed to training and developing its own staff. In 1990, staff attended a wide range of in-house and external courses, workshops and seminars to improve their professional, administrative, management and language skills.

## **CHILDREN'S PARK**

Established in 1988, the Children's Park in Gandaf Camp provides a place not only for children to play, but also to learn reading and writing, and receive health and hygiene education. Two





Training for laboratory technicians.

assistant social workers were trained to help in general instruction. Girls, aged eight to twelve, learn embroidery and sewing, for use in the home and as source of income. Nine trainees have been supported with a sewing machine.

#### **PROJECT BOARD**

In accordance with ARC's Afghanization policy, the PHC Project Board was established in 1990 with eleven members, six of whom were elected by staff. The Board discussed a wide range of policy issues.

#### **CONCLUSIONS**

##### **Staffing**

We were unable to find a replacement for the expatriate Admin/Finance manager, who left during her probation period. We hope to recruit a VSO volunteer in 1991 who will train Afghan counterparts in the BHUs.



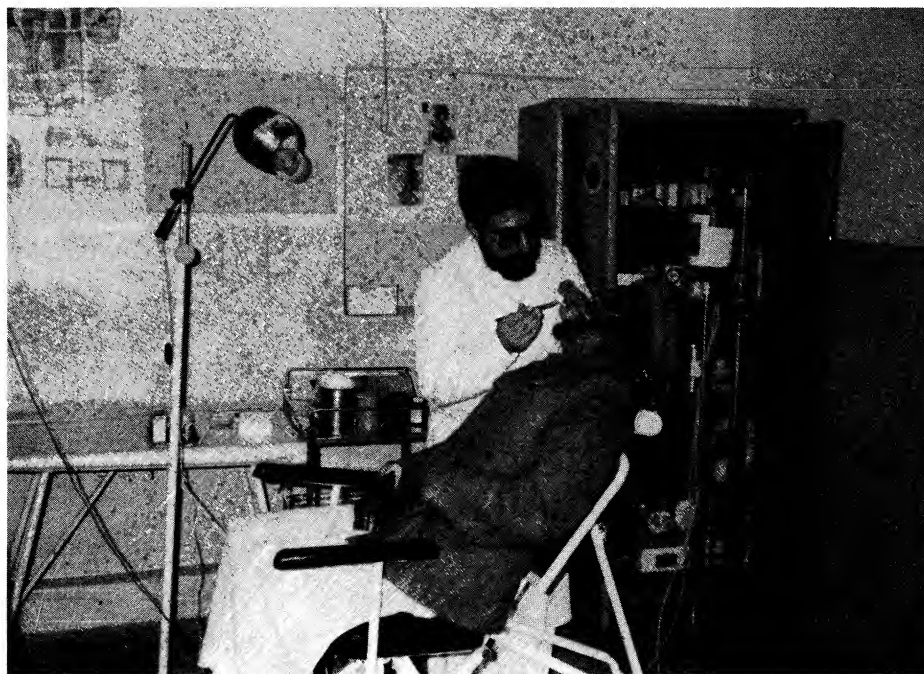
One of our senior Afghan doctors decided to remain in Europe, after completing a training course. Another resigned to further his studies abroad.

### Plans for 1991

We plan to implement our first cross-border PHC programme in Logar province.

To help us develop our training activities, we plan to establish a training centre in Mardan.

We will start a training programme for dental health workers.



Dental clinic at Baghicha.



## SANITATION AND BASIC HEALTH EDUCATION PROGRAMME (SBH)

### PROJECT AT A GLANCE

**Organization :** Project Manager  
4 Field Teams  
4 Administration Staff  
  
Total Staff: 33

Expenditure 1990	Budget 1990	Funding
Rs	Rs	
3.3m	3.5m	UNHCR
0.3m	0.3m	UNICEF

### **Project Aims**

To reduce the incidence of sanitation-related diseases by latrine construction, maintenance and health education.

### **Summary**

Our refugee programme, funded by UNHCR, has operated in the northern areas of NWFP since 1982. To date 94,000 pit latrines have been constructed in 29 refugee villages, benefitting over half a million refugees. We motivate refugee communities to build and maintain latrines and provide basic health education in schools, health centres, mosques and bazaars.

With UNICEF funding, we helped the Local Government and Rural Development Department (LGRDD) to establish a sanitation, water supply and health education programme in Pakistani villages.



## **BACKGROUND**

### **History of the Programme**

ARC's Sanitation and Basic Health (SBH) programme started its latrine construction project in refugee villages in 1982. Over the years our activities expanded to include an extensive health education programme and environmental projects such as drainage and flood protection.

In many Pakistani villages, sanitation conditions are often worse than in the nearby refugee camps. Our UNICEF-funded project, started in 1989, provides needy Pakistani communities with low-technology sanitation, a clean water supply and basic health education.

### **Organization**

The programme has four teams working in all aspects of latrine construction, maintenance and health education. They maintain old latrines, motivate people to build new ones and provide basic health education.



Refugee digs pit for VIP latrine.



## **ACTIVITIES**

### **Latrine construction**

In 1990 we worked in the following refugee villages: Kheshki, Munda, Shamshatoo, Mera Katchori, Katcha Gari, Jelozai, Jelala, Zangai Pate, and Perkol Deri. We distributed about 4,000 slabs, 5,000 pipes and 6,000 screens.

Our guiding principles with regard to the provision of latrines for refugees are:

1. Education is the key to sanitation.
2. The refugees do the work.

By adhering to these two principles, we believe that each family will feel that their latrine belongs to them, and will appreciate the importance of using and maintaining it properly.

Most latrines we provide are of the VIP type (Ventilated Improved Pit). This is a simple pit latrine covered by a concrete slab, with a ventilation pipe to remove odours.

Our field teams motivate the refugees to build their own latrines. They dig the pits and construct the walls. The teams distribute the concrete slabs and pipes free of charge and supervise the construction process.

Our teams cooperate with health units in refugee villages. Many units employ a sanitarian, whom we train to ensure that refugees use and maintain latrines after we leave.

### **Improved working method**

In 1990 we improved the way latrine slabs and pipes were distributed by our teams in refugee villages. In previous years, we found that the number of slabs issued for new VIP latrines exceeded the number of ventilation pipes. This discrepancy indicated that some latrines were not being properly constructed, because each latrine should have one slab and one pipe. Slabs and pipes were issued to households at different stages of the construction process. Our working method was as follows:

1. Refugee digs pit.
2. We issue slab.
3. Refugee builds walls and roof.
4. We issue ventilation pipe.
5. Final inspection by our field officer.



In 1990, Engineer Hamyun devised an improved method of working, in which slabs and pipes were distributed simultaneously:

1. Refugee digs pit.
2. Refugee builds wall and roof.
3. We issue slab and pipe together.
4. Intermediate inspection.
5. Final inspection.

The new method, introduced on a trial basis in Munda 6 refugee village, resulted in an improvement in quality and an increase in the speed of latrine construction. The latter created a new problem: our basic health education programme could no longer keep pace with the building of latrines. The search for a solution will continue in 1991.

### Basic Health Education

Before latrine construction starts, the field officers visit each home to educate families about the importance of latrines, and to secure the cooperation of the head of the family. Field officers also give public training sessions on hygiene and health matters in the camp bazaars.



School health education class.



The two lady health motivators in each team visit homes, schools and health units to give training sessions on health and hygiene. Topics include latrine cleanliness, garbage disposal, the importance of vaccinations, fly control, food and water hygiene, and safe childbirth. Each home is visited several times to ensure that families understand and practice what they have learned. At camp health units, the lady health motivators give talks on particular problems facing the camp; for example, they may teach mothers how to use oral rehydration therapy for children suffering from diarrhoea. In 1990, our lady health motivators held over 7,000 meetings and educated over 24,000 women in basic health education and the use of latrines.

### **Pakistani Villages Programme**

In 1990, two of our field officers worked in rural NWFP villages, as part of a UNICEF-funded programme. They advised and trained employees of the Local Government and Rural Development Department (LGRDD) in low-cost sanitation and community motivation.

Following the general elections in 1990, many government employees trained by our field officers were replaced creating a serious problem for the project.

We have proved through our work the great need for a well organized, integrated sanitation project in NWFP, which incorporates water supply, sanitation and health education. The rural people are very keen and willing to work hard to improve conditions in their villages.

### **Staff Training**

SBH regards staff training as a priority and regular training sessions were conducted throughout 1990. A two week staff training workshop was held during Ramazan. The workshop aimed to:

- Improve the staff's theoretical knowledge of sanitation, paying particular attention to risks of ground water contamination and improving the quality of drinking water.
- Improve the teaching methodology for basic health education in schools.

The workshop was conducted in a very practical manner, with a maximum of staff participation.



### Cooperation with other Agencies

SBH has established a high degree of credibility, not only among NGOs in Peshawar, but also with the international aid community. Organizations approaching us for advice on sanitation in 1990 included UNHCR (Geneva), MSF (Medecins sans Frontieres), GTZ and the Water Engineering Development Centre (UK). The following aspects of our programme received positive comment:

1. The universal acceptance of the VIP latrine among refugees in NWFP.
2. The cleanliness of refugee camps, reflecting the effectiveness of our health education programme.
3. The low cost of our programme. The material cost of a VIP latrine is just Rs 200 (\$10). (In parts of Africa UNHCR pays about \$100 per latrine.)
4. The good relationship established by field officers with the refugee community.



Interview with head of household.



## CONCLUSIONS

### Achievements and Failures in 1990

#### Achievements

- A more participatory management style was adopted, and staff were encouraged to take more responsibility for their programme.
- The latrine construction method was improved.
- We introduced latrine design improvements, including the use of ventilation pipes made of tin instead of plastic.
- We broadened the scope of our work to include more drainage and other environmental projects.
- Administration systems were improved.
- An intensive training programme for our field staff resulted in high staff motivation and more effective working.
- We responded quickly to assist in the resettlement of flood victims from Kheski refugee camp to Munda and Shamshatoo.

#### Failures

- Insufficient cooperation with health units in the camps resulted in poor latrine maintenance.
- The school education programme suffered from a lack of interest by schools.
- Insufficient emphasis was given to changing the orientation of our programme from relief to development. For example, refugees did not produce their own latrine components.

### Plans for cross border programme

In line with ARC's long-term goal of transferring its projects into Afghanistan, SBH plans to start work cross-border in 1991. The first step will be to conduct a feasibility study in cooperation with PHC for a health and sanitation programme in Logar province. We view an Afghan sanitation project as an integral component of a primary health care programme: latrine construction plays an important role in disease prevention.



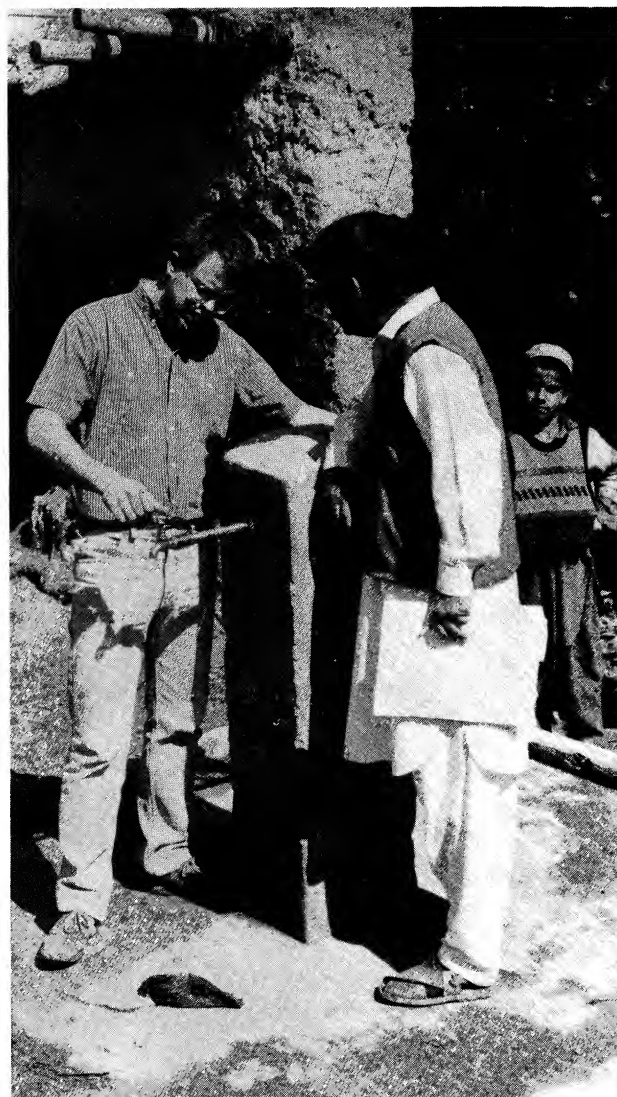
### The future of SBH Pakistan programme

The decision to start work in Afghanistan raises questions about the future of our Pakistan programme in refugee camps and Pakistani villages. The programme is staffed mainly by Pakistanis not permitted to work cross-border. Furthermore, the continued funding of the programme's refugee component is by no means assured in light of the financial crisis facing UNHCR, the donor.

After many discussions concerning the future of SBH, two options surfaced. The first, and least desirable, is to close the Pakistan programme when UNHCR funding ceases. Nine years of valuable expertise in low-cost sanitation and community motivation would be lost.

The better alternative is to find a new donor for the Pakistan programme. In this way, SBH could continue working in refugee camps while funds are still available, but use the new donor funding to expand and develop its projects for Pakistani villages. A great need exists for integrated water supply, sanitation and health education projects in rural areas of NWFP. The sanitation programme for refugees could offer training to Afghans intending to work cross-border. In the long run, the Pakistan programme could become an independent NGO.

Discussions on the future of SBH will continue in 1991.



Inspection of water supply  
in refugee camp.



## TECHNICAL TRAINING PROGRAMME

### PROJECT AT GLANCE

#### Organization

ARC operates two technical training centres (TTCs) in refugee camps: Akora Khattak (since 1986) and Munda (since 1987).

#### Programme Goals

- (1) To train Afghan refugees in technical skills.
- (2) To provide technical and financial support to enable them to find work or start small businesses.

#### Trades

Electric and Radio Repair  
Welding and Blacksmithery  
Tinsmithery  
Carpentry  
Masonry

1990	Expenditure	Budget
	Rs	Rs
TTC Akora Khattak	2,429,999	2,510,485
TTC Munda	2,287,143	2,456,304
	-----	-----
Total	4,717,142	4,966,789

#### Funding Agencies

NCA/NRC

#### Summary

TTCs are vocational training centres. Each TTC trains 100 Afghans for one year in the practical and theoretical aspects of five different trades. Tuition is also provided in several technical subjects (technical information, maths and drawing) and non-technical subjects (theology, English and arithmetic). A special literacy programme teaches illiterate trainees reading and writing in Pashto and Dari (Persian). By the end of 1990, a total of 566 trainees had graduated from our TTCs.



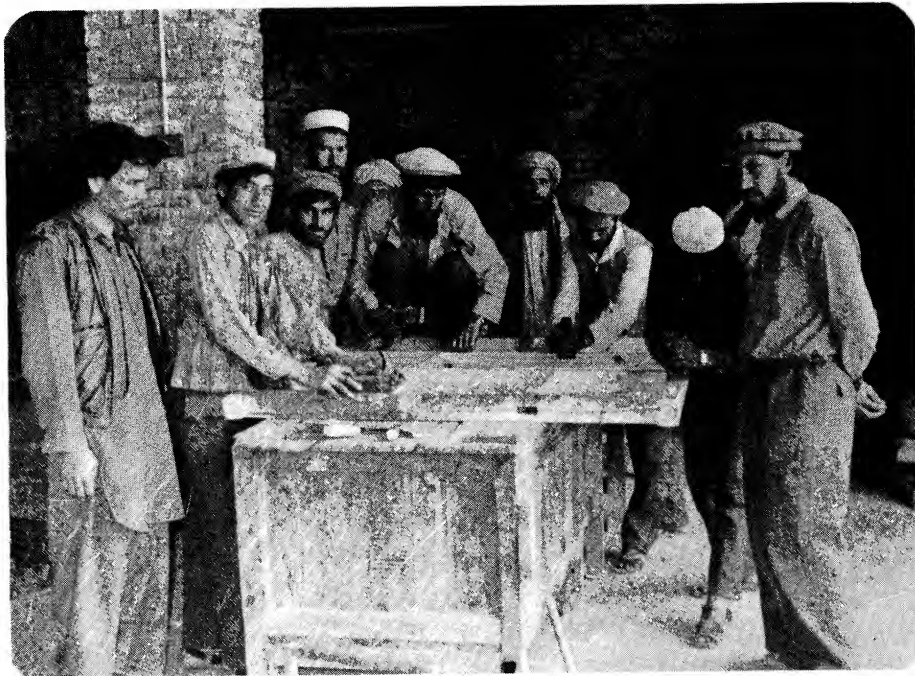
## BACKGROUND

### History of the Programme

ARC set up its technical training centres (TTCs) as part of its goal of "Helping Afghans to help themselves". By training refugees in technical skills, we give them the opportunity to earn their own livelihood. In addition, those skills will enable them to contribute to the reconstruction of their devastated country when they return.

Since the Russian invasion of Afghanistan, many young Afghans received little or no education. Many of those who have been refugees for several years are illiterate. We realised it would not be productive to teach a refugee a technical skill if he was illiterate and unable to add and subtract. We recognised the need for a broader education syllabus and included tuition in other subjects, including literacy and numeracy.

The demand for this kind of training is understandably huge, and we only have the resources to satisfy a small part of it. When large scale repatriation begins, there will be a great need for Afghans with technical skills to rebuild their country. To prepare for repatriation, there is now, more than ever, a pressing need for the type of training that we offer.



Carpentry trainees in TTC Akora.



## Organization

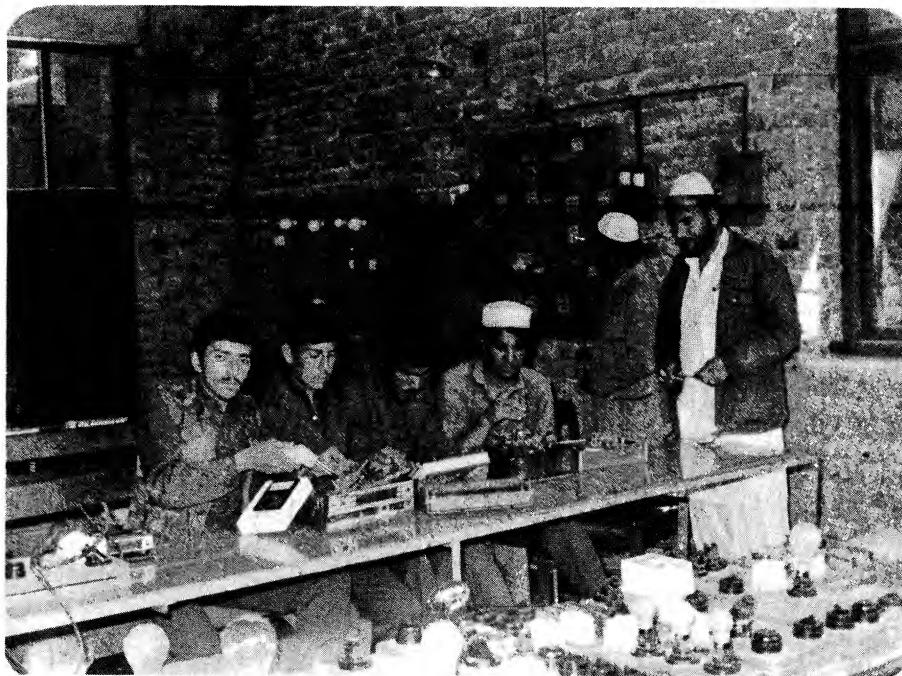
The programme consists of two TTCs situated at Munda and Akora Khattak refugee villages (both 50 km. from Peshawar), staffed entirely by Afghans. Each TTC has 13 teachers, a manager, assistant manager, accountant, storekeeper, driver and maintenance staff. Each TTC occupies a small complex of classrooms, workshops, a teaching and administration office. The workshops are equipped with a range of hand and power tools like those that trainees will use when they graduate.

## ACTIVITIES

### Trainee Selection

The demand for course places is high, with up to five applicants for each opening. We select candidates on the basis of their aptitudes, interests and the likelihood that they will complete their training and use their new skills. The trainees are aged between 15 and 35 and come from many provinces of Afghanistan.

We have maintained a balance between literate and illiterate trainees, and give applicants a written test as part of our selection procedure. Literate applicants are considered to be those who have completed at least six years of schooling. Over the years, as more young Afghans have missed their education, the proportion of literate applicants has declined.



Electric/radio repair trainees in TTC Akora.



In 1990, we decided to make our training courses accessible to Afghan refugees in neighbouring refugee villages. We rented a vehicle to transport 25 trainees from Jalozai to TTC Akora Khattak and plan to transport 25 trainees from Yakaghund to TTC Munda in 1991.

### **Course Description**

We offer one-year courses in five technical trades: carpentry, masonry, welding and blacksmithery, tinsmithery and radio and electrical repair. Literate trainees receive equal proportions of theoretical and practical training. In 1990 we changed the proportions for illiterate trainees to 75% practical and 25% theoretical. We felt they would benefit by training with a more practical orientation.

Our theoretical teaching includes both technical subjects (technical information, maths and drawing) and non-technical subjects (theology, English and arithmetic). The literacy programme teaches reading and writing in the Afghan national languages, Pashto and Dari.

In the practical training sessions, trainees produce a wide range of useful items. Many of these are sold to the trainees for the cost of the materials used. Masonry trainees used their skills to assist in the building of new workshops at the TTCs.

Evaluation of the trainees performance is through continual assessment and a test at the end of the course.

Trainees receive a monthly stipend of Rs 400 as a contribution towards their living expenses. They also receive work clothes.

### **Project Board**

As part of ARC's Afghanization policy, the TTC Project Board was established, consisting of the two managers and 6 elected staff representatives - 3 from each TTC. Monthly Project Board meetings were held to discuss problems and policies and improve coordination between the TTCs. The Board revised the curriculum, set objectives and was instrumental in creating a Follow-Up Programme for TTC graduates. The Project Board was represented on ARC's Central Board by one of the managers and another person selected by the Project Board.

### **Cross-Border TTC**

Following the 1990 plan, the Project Board organized a preliminary survey in Logar and Nangrahar provinces, to assess



the feasibility of starting a vocational training centre. Two separate teams from both TTCs conducted the surveys in August. The Project Board analysed the results and decided to prepare a proposal for starting a TTC in Kolangar District of Logar province. The proposal was submitted to and approved by the ARC Donors Conference in Vienna.

### **Coordination with other Vocational Training Organizations**

In order to evaluate and improve our programme, we found it useful to visit several other similar organizations. Both TTC managers visited the CRS, GTZ and ILO technical training centres in Quetta to examine their follow-up programmes, apprentice schemes, the duration and content of their courses, and trainee benefits. Teachers attended a four-day seminar organized by UNHCR for vocational training agencies. The seminar aimed to develop a standard curriculum for each trade and produce teaching materials that could be shared. We had useful discussions with UNHCR's vocational training adviser, Ms. Margaret Sinclair, on the possibility of establishing a production workshop.

### **Follow-up Programme**

In 1990, we recognised that to achieve our objectives of enabling refugees to use and develop new skills and support their families, our job does not finish when the trainees graduate. If graduates are to maintain and develop their skills for use in Afghanistan, it is vital they find employment or start businesses as soon as possible. However, the competitive job market in Pakistan makes it difficult for people with limited experience to start a business. The Project Board developed a Follow-up Programme to provide them with financial and technical assistance.

One of our existing theory teachers coordinated the Follow-up Programme, assisted by a teacher in each TTC. Teachers visited graduates regularly to offer their technical expertise as required and assess eligibility for financial assistance. In 1990, we found over 80 past graduates from TTCs eligible for assistance by the programme and we allocated Rs 108,496 to 66 graduates - half as loans and the remainder as grants - for the purchase of tools and materials.

We were fortunate to secure a donation from NRC-PO to fund the programme in 1990 and are grateful for their assistance in designing the necessary documentation, such as grant applications, loan agreements and follow-up reports. We plan to continue the programme in 1991 with Austrian Government funding.





Masonry trainees working in the field.

As in previous years, we distributed tool kits to our new graduates (135 in 1990). For the first time we were able to purchase our own tool kits and ensure trainees received tools to suit their exact requirements.

### **Staff Training**

TTC staff attended internal and external training courses in management, administration and language skills, coordinated through ARC's Training Department. Six staff members attended IRC's management training course in Peshawar. Many of our staff participated in ARC's in-house English language programme. TTC managers and assistants attended the in-house computer training programme. Eng. Nasir Ahmad, manager of TTC Akora, attended a three-month development studies course at Selly Oak Colleges, England.

### **Children's Park**

As a valuable service to the community, TTC Munda operates two children's parks in Munda refugee villages 3 and 6. Two guards are employed to maintain the playground equipment and gardens.





Welding trainees in TTC Akora.

## CONCLUSIONS

### Achievements and Failures

The TTC Project Board formulated several objectives for 1990. They are summarised below with a brief assessment of how well we achieved them.

- Replace some of the theoretical content of our courses with practical training.  
We reduced theoretical content from 50% to 25% for illiterate trainees.
- Provide technical and financial assistance to graduates.  
The Follow-up Programme was introduced.
- Provide help for trainees seeking employment as apprentices.  
We encouraged 10 graduates to find their own apprentice positions. Each graduate was supervised by a teacher. Tools were supplied as appropriate.
- Categorize trainees by ability and tailor follow-up support to their needs.  
Trainees were categorized into three groups.



- To visit previous year's graduates four times annually.  
This was not achieved due to pressure of work.
- Conduct survey for production workshop.  
This was postponed after finding that many agencies find it difficult to make such projects viable.
- Conduct feasibility study for cross-border TTC.  
This was completed and a TTC is planned for Logar.
- Complete teaching notes by end of 1990.  
These will be completed in 1991.
- Improve skills of accounting staff.  
In-house training was organized for them.
- Improve communication between the TTCs.  
There were improvements in coordination, particularly between the TTC managers and through the Project Board.

### **Future Plans**

In 1992 we plan to achieve the following:

1. Start a TTC in Logar province of Afghanistan.
2. Appoint a project coordinator.
3. Appoint a full-time Follow-up Programme team.
4. Start a production workshop.
5. Assess feasibility of female and disabled programmes.



Tinsmithery trainees in TTC Munda.



### CASE STUDY OF A TTC GRADUATE

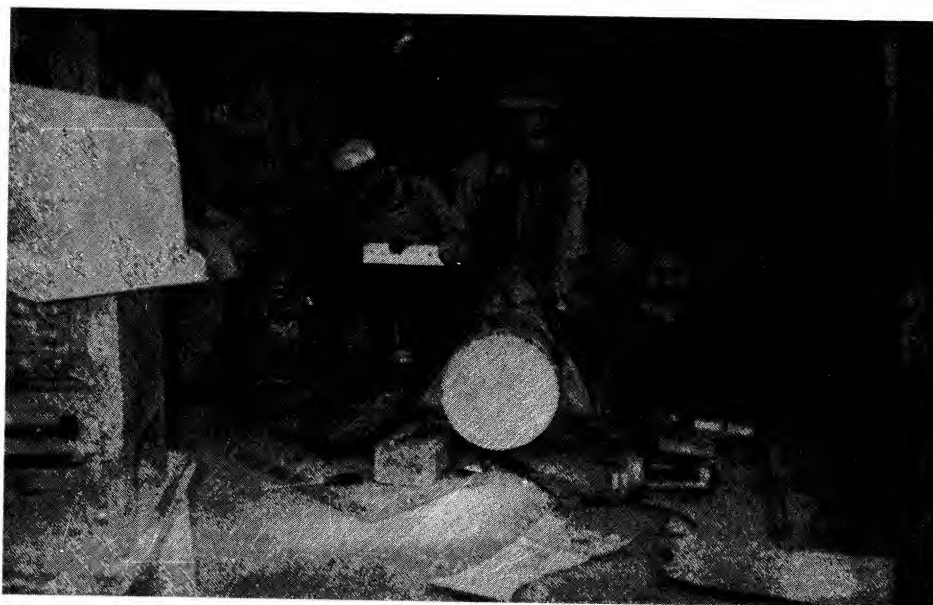
Ghulam Qadir is a 25 year old Afghan living in Munda refugee village. He graduated from TTC Munda's tinsmithery course in 1988. Before coming to Pakistan in 1980, he lived in Laghman province of Afghanistan, where he worked in a rice peeling factory. He spent a short time in Iran working for the telephone company and in Pakistan, sold ice cream for four years.

After graduation from the TTC, Ghulam worked as an apprentice with another Afghan tinsmith for four months, earning only Rs.12 a day. He then rented a shop for Rs 120 per month and started to work independently repairing old household items such as stoves, lamps and heaters. He also makes new items for sale such as sewing machine covers, boxes, buckets and kettles.

His daily earnings fluctuate seasonally from about Rs 75 in summer to Rs 175 in winter. He employs three apprentices - two of his brothers and a TTC graduate. He is very satisfied with his business, which enables him to support 12 family members.

When asked about his problems Ghulam said that if he was able to afford some new tools, he would be able to take on extra work and increase the income of his business.

Our Follow-up Programme is designed to provide graduates like Ghulam with technical and financial assistance.



Ghulam Qadir making ghee pot in his workshop.



## RURAL DEVELOPMENT PROGRAMME (RDP)

### PROJECT AT A GLANCE

#### **Organization and staffing:**

RDP office (7)

Five project teams:

Maroof, Kandahar (19)

Charkh and Baraki Barak, Logar (31)

Kolangar, Logar (33)

Malistan, Ghazni (20)

Jaghori, Ghazni (16)

Total staff: 126

#### **Expenditure 1990**

<u>District</u>	Rs
Maroof (Kandahar)	2.9m
Charkh & B.Barak (Logar)	4.7m
Kolangar & Khoshi (Logar)	4.2m
Jaghori (Ghazni)	2.0m
Malistan (Ghazni)	2.1m
Veterinary (all districts)	2.2m
Washir Survey (Helmand)	0.1m
Peshawar Office	1.0m
	-----
TOTAL	19.1m

#### **Budget 1990**

The total budget for 1990 was Rs 17.9m

#### **Funding**

UNDP

FAO

NOVIB - Holland

HEKS - Switzerland

SOH - Holland

BFW - Germany

OXFAM - Britain

#### **Summary of Services**

Crop Production

Irrigation Repair and Construction

Veterinary Services

Income Generating Projects



## BACKGROUND

### History of the Programme

ARC started agricultural projects in Afghanistan in 1985. By 1990, we had projects in five districts in Logar, Ghazni and Kandahar provinces.

Our work, which initially took the form of emergency relief, is evolving into an integrated rural development programme providing crop production, veterinary, irrigation and income generation services.

In 1990, we surveyed a possible new project area in Washir district of Helmand province in southern Afghanistan. We found a great need for services, but were not able to obtain funding.

### Organization

RDP has its own management structure and administration system based in Peshawar. It is hoped that, in line with ARC's policy of Afghanization, RDP will become more autonomous and be able to work independently by the end of 1992.

The five projects are also in the process of establishing their own administrative structures. Our long-term aim is to make the projects, and the communities in which they work, self-sustaining, and therefore not dependent on large amounts of foreign aid money.



Spraying fruit trees in Charkh,  
Logar province.



## **ACTIVITIES**

### **I. CROP PRODUCTION**

Crop production activities exist in each of our five project areas. Our aim is to increase agricultural productivity. We employ qualified agriculturalists, including graduates of Kabul University Agricultural Faculty, to plan and supervise our activities and provide training.

#### **Seed Trial and Multiplication**

The war in Afghanistan seriously damaged the country's seed stocks. Improved seeds existing before the war degenerated and lost their genetic qualities. The aim of our project, which started in autumn 1989, is to increase production of wheat and maize by testing and multiplying improved, high yield, disease resistant seeds. We test seeds available locally and compare their performance against seeds imported from Pakistan. We have obtained seed from CIMMYT in cooperation with Swedish Committee for Afghanistan and use wheat and maize seed donated by FAO.

We rented plots of land for seed trials in all of our project areas. Seed harvests were tested for attributes such as adaptability, yield and resistance to disease. The best performing seed varieties were selected for multiplication and distributed to a number of farmers together with fertilizer (DAP and urea). The farmers agreed to return to the project double the quantity of improved seed they had received, for distribution to others.

Our teams supervised the process and assisted farmers in seed bed preparation, sowing, watering and harvesting. The multiplication process will continue until low yielding varieties in each area are replaced by the improved seeds.

#### **Fruit and Vegetable Nurseries**

Before the war destroyed most of the orchards and gardens, fruit production had been an important source of food and income in rural Afghanistan. Since autumn 1989, fruit and vegetable nurseries have been an important part of our crop production programme in all project areas. Our aim is to increase the output of small growers, thereby providing their families with improved nutrition and increased incomes. The programme has had more success with seeds available locally rather than expensive imported seeds.



In our Kolangar project, demonstration plots are used to teach farmers about fruit and vegetable growing and to grow seedlings under cloches in early spring for distribution to interested farmers. Vegetable varieties distributed included potato, onion, white radish, okra, spinach, tomatoes, pepper, cucumber, aubergine and pumpkin. Tree saplings and seeds distributed included apple, apricot, almond, peach, plum, mulberry and quince. Apple root stocks were donated by FAO.

Our horticulturalists assisted farmers with seed bed preparation, sowing, weeding, culling, fertilizing and watering. We encouraged farmers to use animal and green manure where possible.

FAO also provided ARC with poplar cuttings for planting in Malistan and Maroof Districts. Afghanistan's tree stocks were seriously depleted in the war. These cuttings were intended to increase supplies of timber for construction. The poplar was chosen as it grows rapidly in most conditions and makes a good windbreak.

### Plant Protection

RDP employs plant protectionists trained by the Swedish Committee, who work under the supervision of our agricultural staff. They are responsible for implementing a mobile programme of spraying to prevent insect, pest, herbal and fungal damage to crops. They train farmers in the preparation and application of chemicals, and the correct identification of diseases and weeds. We advise all staff on the use of protective clothing and, when possible this is made from local materials.



Insect infestation on a peach tree in Malistan,  
Ghazni province.



In Logar province, our plant protection efforts have led to considerably increased production from our grape vines. Other districts are in great need of assistance, but the costs are high as most chemicals must be transported from Pakistan. Alternative types of spray are being sought to replace imported ones, which also may be less damaging to the environment.

## II. IRRIGATION

RDP employs qualified engineers in each of its five projects. They are responsible for:

- supervising work on irrigation repair and reconstruction
- constructing buildings for the projects
- preparing professional estimates and drawings needed for project proposals.

During 1990, the following work was undertaken:

- 19 karezes cleaned and repaired
- 18 karez wells dug
- 22 culverts, embankments, gabions and channels constructed
- 2 bridges built (one small)
- 2 dams (one only 60% completed)
- 1 hotbed for vegetable nursery
- 2 enclosures for sheep farm
- 3 veterinary clinics started in 1989 were completed.



Dredging stream in Maroof,  
Kandahar province.



The engineers employ skilled and unskilled labour to do the manual work. When possible, local people donate their labour free of charge. Because of severe shortages of skilled labour, it is often necessary to introduce craftsmen from other parts of Afghanistan. In some cases refugees from Pakistan return temporarily to do the skilled the work, which increases costs.

Local materials are used if available, but many inputs, such as cement, often have to be brought in. Because of poor road conditions and threats to security, transportation costs are very high.

### III. VETERINARY SERVICES

Livestock production forms the mainstay of the rural economy in many parts of Afghanistan, particularly where the soil quality is poor (for example, in Anghezi area of Maroof District, Kandahar Province). In addition, large caravansaries of kochies (nomads) still move freely across large tracts of land in many areas. The kochies depend almost entirely upon animals to support their families and own large herds of sheep and goats.

During the war, almost all veterinary services in Afghanistan were forced to close, depriving livestock owners of access to vaccinations and medicines. As a result, animal diseases have spread and livestock holdings have seriously declined. We believe that an agricultural reconstruction programme should treat veterinary services as a priority. Our aim is to enable the rural population to increase its livestock holdings to pre-war levels. It is vital to bring the kochi caravans within the orbit of veterinary services, as their herds are a major factor in the spread of diseases.

During 1990, free animal vaccination and para-medical services were provided in each of our five project areas by a qualified veterinarian assisted by two or three paravets and vaccinators. Our paravets and vaccinators were trained by the Dutch Committee for Afghanistan. From September 1990, the programme was funded almost entirely by UNDP which should enable us to expand and improve our veterinary services in 1991.

Along with other NGOs based in Peshawar, we plan to introduce small charges for medicine in 1991. The aim is to create a self-sustaining service run by the community itself. Vaccines will remain free initially, but as livestock owners become accustomed to paying for medicines, charges for vaccines will also be introduced. We plan to train local vaccinators whose salary will be paid by the local community.





Vaccination campaign in Malistan,  
Ghazni province.

The total number of animals (including chickens) vaccinated in 1990 was 379,000. The major diseases vaccinated against were black water, enterotoxemia, anthrax and newcastle.

257,200 received medical treatment in 1990. The main types of medical treatment provided were deworming, ectoparasites, antibiotics, antidiarrhoeal, castrations, tympany and wounds.

#### **IV. INCOME GENERATION**

We have always paid special attention to the vulnerable groups in the rural community, such as the landless and widowed. For this reason, the expansion of our income generating activities during 1990 was targeted towards those groups. We hope our activities will stimulate the creation of other enterprises by expanding the local economy and increasing disposable incomes. Our four income generating activities are described below.

##### **Beekeeping**

This project began in 1989 and expanded considerably in 1990. We purchased over 400 bee colonies and a large quantity of empty beehives in Pakistan and produced an additional 100 colonies through multiplication. The activity is located in both project areas in Logar Province, where honey production has traditionally

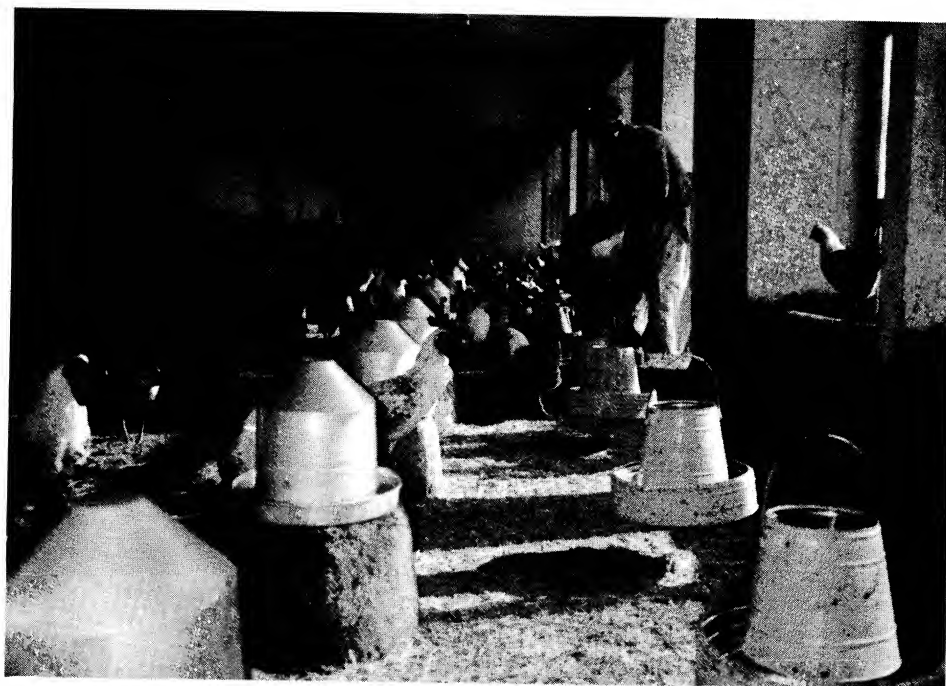


been an important activity. In the past, the honey was sold in the bazaars of Kabul, but there is no longer access to that market.

ARC employs two experienced beekeepers and four assistants. They are responsible for training beneficiary families in all aspects of beekeeping and honey production. In 1990, multiplication and training were still in progress prior to the initial distribution of hives. Small quantities of honey were produced although most honey was left in the hives to encourage multiplication. Income from the sale of honey was used to provide a peddler with merchandise to establish a small business in a local village. Unfortunately, during a bombing offensive in Kolangar 17 hives were destroyed.

### Poultry Farm

This project was established in Charkh District of Logar province. 600 pullets, selected for suitability to conditions in the project area, were bred in Pakistan and transported to the site. Our veterinary staff vaccinated them against diseases, but we still lost about a third in transit and during the early days of adaptation to their new environment.



Feeding time at our poultry farm in Charkh,  
Logar province.



The aim of the project is to breed chicks for distribution to suitable families, but some eggs were produced for sale. The income was used in the same way as the income from honey sales - to purchase merchandise for setting a peddler up in business. In 1991, we intend to sell the eggs to landless families, who will then transport them for resale in bazaars. Hopefully, they will make a profit and expand their enterprises.

### Kilim Weaving

The kilim weaving project started during the summer of 1990. Three centres are being constructed in Malistan district of Ghazni Province. Kilims, carpets woven from wool, are traditionally a popular floor covering in Afghanistan, because they are cheaper than knotted carpets. The project produced eight kilims in 1990.

Our centres employ women, who weave kilims in the open air in enclosed compounds. During the winter months they spin and dye wool. These centres will provide a place where local women can organize other activities and receive education on family health, hygiene and nutrition.

We hope to recruit a local woman to supervise kilim production and encourage other activities. The lack of educated women in most rural areas is a severe limiting factor for women's development.

### Sheep Farm

This project was established during 1990 in Malistan District, with the purchase of a hundred ewes. An animal scientist, graduated from Kabul University, is in charge and our veterinary staff provide vaccinations and medical treatment. In 1991, we plan to introduce high quality breeding rams from Pakistan. If funding permits, the project will be expanded to include cattle.

Our aim is to breed improved livestock for families in greatest need and provide an insemination service for other livestock owners who wish to improve their herds through cross-breeding. The sheep farm will provide wool for the kilim weaving project. Training will be provided to suitable families in processing milk into other dairy products, which can raise nutritional levels and spawn related small enterprises.



## CONCLUSIONS

### I. MONITORING MISSIONS IN 1990

In 1990 monitoring missions visited three RDP projects in two provinces - Jaghori and Malistan districts in Ghazni in May/June, and Maroof district in Kandahar in November/December. The members of each mission were drawn from ARC's senior staff and primarily from the managers in RDP.

#### Monitoring Aims

The main aims of RDP's monitoring are:

To ensure all members of the community benefit from the project and that special attention is paid to the most vulnerable groups.

To ensure that no individual or group within the area is exercising control over the project's activities.

To assess the competence of ARC's employees and their needs for extra training.

To assess whether the benefits to the community are of sufficiently high quality and quantity, within our budgetary constraints.

To assess the potential for introducing new project activities.

To ensure that project staff are maintaining proper control over ARC's property, and are performing their duties as outlined in their job descriptions.

#### Summary of Findings

##### Administration

All three projects need assistance in administration, writing reports and financial control. Senior, experienced staff must spend more time in each project providing on-the-job training. Suitable courses in Peshawar must be identified for training in the winter.

##### Crop Production

In Ghazni, our crop production activities are making progress, although the lack of qualified staff limits the scope of our



work. The fruit trees donated by FAO were well maintained. On the other hand, in parts of Maroof, Kandahar, crop production was disappointing. This was due to poor soil quality in some areas, although the project had also suffered from insufficient planning and supervision.

To encourage self-sufficiency and minimise ecological damage, RDP should promote the use of animal and green fertilizers in place of artificial ones.

ARC should continue its programme of tree planting with fuel wood in very short supply. The frequent use of animal manure for fuel does not leave enough for agricultural use.

Careful studies must be made of any improved seeds before they are recommended to farmers. Factors other than yield should be considered; for example, taste, straw quality, amount of fertilizer required and the potential for under sowing.

### Irrigation

Irrigation work in Ghazni was implemented by reliable and professional engineering staff. In Maroof, however, some of the activities were not well planned and some additional work was done without consultation with the Peshawar office.

We view the repair of irrigation systems a priority, as it is a pre-condition for any significant expansion of agricultural production.

### Veterinary

Veterinary services in some areas have suffered from poor organization and record keeping and shortages of vaccines. Project districts such as Maroof, where animal production is the main economic activity, should be targeted as a priority.

### Income Generation

Two new income generation projects proposed for Malistan, kilim weaving (targeting women) and a sheep farm, are now in operation. A wool washing project planned for Maroof was postponed indefinitely because of weak project administration and insufficient funds.





Monitoring team interviews irrigation engineer  
in Maroof, Kandahar province.

### Independence

The monitoring teams were satisfied that our work was not being influenced negatively by political groups or powerful individuals.

### Education and Health

In all three projects education and health services were virtually destroyed. There were twelve schools in Malistan before the war, while just one exists now (teaching only to sixth grade). We are hoping to identify an implementing agency who could assist with the provision of education and health services.

## II. FUTURE OF RURAL DEVELOPMENT PROGRAMME

Over the next two years we do not plan to work in new parts of Afghanistan. Instead we will consolidate and expand existing activities in districts where we already operate. In order to build a truly comprehensive rural development programme, ARC plans to introduce some new components. In 1991, health, sanitation and technical training projects are scheduled to start in Logar province.

An agreement was made to undertake a full evaluation of RDP in April/May 1991. The evaluation team will include two external



evaluators sponsored by NOVIB and representatives of ARC Vienna Board. The team will be requested not only to examine how the programme is currently implemented, but also to make recommendations on its future direction and how it may best achieve its objectives of independence and self-sustainability.



Shura meeting in Malistan,  
Ghazni province.



## **WUFA INTERNATIONAL CONFERENCE IN PESHAWAR**

A seminar "Social and Cultural Prospects for Afghanistan" was held in Peshawar in March 1990. The seminar, dedicated to the memory of Louis Dupree, was organized by Writers Union of Free Afghanistan (WUFA) and the Association of Professors of the Universities of Afghanistan (APUA). Nassim Jawad contributed a paper on the impact of foreign aid on relations between state and society. Other topics covered by the seminar were rural-urban interaction, leadership and Afghanistan's foreign relations. ARC supplied organizational and financial assistance.

## **ARC PUBLICATIONS 1990**

### **Medical Publications**

STEINER-EDER Gabi: Guidelines for Master Trainers, English, 52 pages.

ZAMANI Dr. Abdul Rahman: Guidelines for ARC Laboratories, Dari, 31 pages.

ZAMANI Dr. Abdul Rahman: BHUs and Primary Health Care Programme Annual Report 1989, English, 30 pages.

ZAMANI Dr. Abdul Rahman: Operational Procedures Manual for Medical Officers, English, 70 pages (draft).

### **Rural Development Programme**

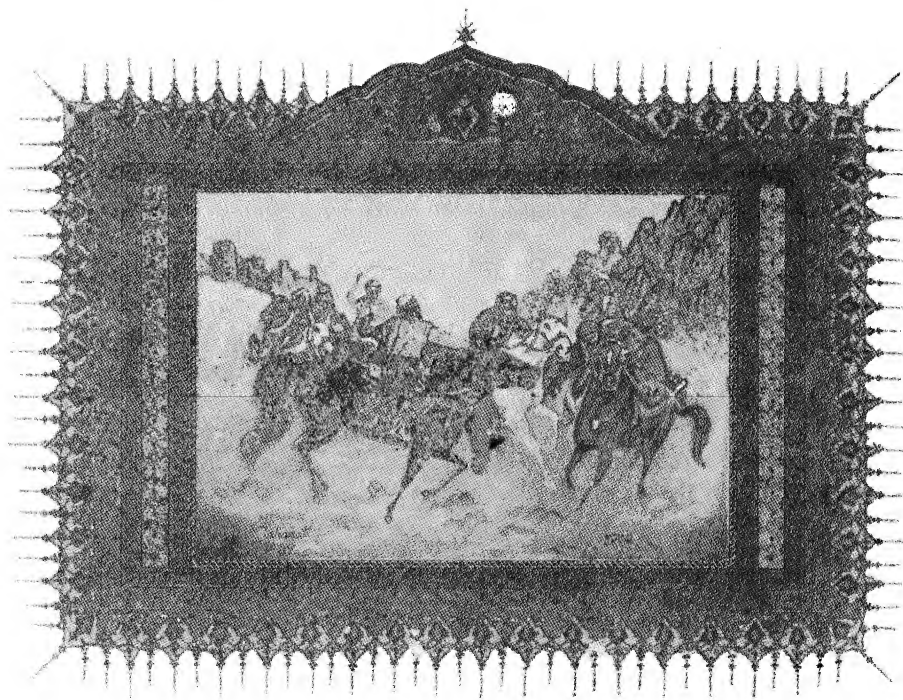
Agricultural Skills Survey of Ghazni, Logar and Kandahar.  
Agriculture Survey of Ghazni and Logar.

### **1991 Calendar**

ARC's 1991 calendar features miniature paintings of Afghanistan. The style reached its height of popularity in Herat in the 15th century, during the reign of Shah Rukh, son of Tamerlane, and his wife Gawhar Shad. Their patronage of the arts gave rise to a cultural renaissance in Herat. The famous miniaturist painters Kamaluddin Behzad and Meerak lived at this time. In this century, the art of miniature painting has been revived by Ustad Mashal and Humayoon Etemadi.

The paintings featured in our calendar (some examples are shown below) were kindly supplied by the Behzad Miniature Art Centre in Islamabad. The Centre is run by Ahmad Ali Shahdad, a young Afghan miniaturist who graduated from the Fine Arts faculty of Kabul University. The Centre, which receives support from the Norwegian Committee for Afghanistan, teaches young Afghan refugee artists the techniques of traditional Afghan miniaturist art.





The ancient Afghan sport of Buzkashi.



Mother baking for her family.



### ARC EXPENDITURE 1987 - 1991

The following table indicates ARC's expenditure over the last four years with projected figures for 1991.

	<u>1987</u>	<u>1988</u>	(in million Pak Rs)		
			<u>1989</u>	<u>1990</u>	<u>1991</u>
<u>Refugee Projects</u>					
- UN Funding	10.2	11.4	4.7	4.4	3.7
- Other Donors	8.1	9.7	25.0	13.8	17.0
Sub-Total	18.3	21.1	29.7	18.2	20.7
<u>Cross-Border Projects</u>					
- UN Funding	-	5.1	10.7	6.6	7.0
- Other Donors	5.1	5.3	15.0	13.0	16.6
Sub-Total	5.1	10.4	25.7	19.6	23.6
Total Expenditure	23.4	31.5	55.4	37.8	44.3

Note: Before 1990, the figures included expenditure for ASAR, TTC Peshawar and EED. These projects were transferred to NRC at the end of 1989.



## BUDGET PROPOSALS 1991

<u>PROJECT</u>	<u>BUDGET</u> Rs	<u>DONORS</u>	<u>COUNTRY</u>
<b><u>Primary Health Care (PHC)</u></b>			
BHU Baghicha	1,679,975}	ADC	Austria
BHU Gandaf	1,679,975}		
BHU Kagan	1,160,500}		
Training	1,181,730}		
Mardan Office	1,555,200}	HELP	Germany
Dental Care	-		
	-----		
Subtotal	7,257,380		
<b><u>Sanitation and Basic Health Education (SBH)</u></b>			
Sanitation & Basic Health Education	3,465,805	UNHCR	United Nations
Water Supply & Sanitation Training	220,000	UNICEF	United Nations
	-----		
Subtotal	3,685,805		
<b><u>Technical Training Centres (TTCs)</u></b>			
TTC Akora Khattak	3,239,830	ADC	Austria
TTC Munda	3,244,120	ADC	Austria
	-----		
Subtotal	6,483,950		
<b><u>Cross-border</u></b>			
Crop Production	5,067,006}	{ BFW	Germany
Irrigation	5,840,152}	{ NOVIB	Netherlands
Income Generation	3,159,400}	{ HEKS	Switzerland
Veterinary	6,289,575}	{ SOH	Netherlands
Basic Health Unit	900,000}	{ OXFAM	Great Britain
Sanitation	1,205,270}	{ UNDP	United Nations
Technical Training	1,142,900}	{ FAO	United Nations
	-----		
Subtotal	23,604,303		



BUDGET PROPOSALS 1991 (continued):

<u>PROJECT</u>	<u>BUDGET</u> Rs	<u>DONORS</u>	<u>COUNTRY</u>
<u>Staff Training and Development</u>			
In-House Training}			
Local Courses        }	2,980,010		
Overseas Courses    }			
<u>Other Projects</u>			
Individ. Support Local	50,000	ARC	
Children's Parks	236,000	SCHODL	Austria
	-----		
Subtotal	286,000		
	=====		
 PROJECT TOTAL	 44,297,448	 Pakistan Rupees	
	=====		

(Main Office budget of Pak Rs 3,622,300 is to be covered from "Overhead + Admin" budget lines.)



## **APPENDICES**



APPENDIX I

**A. F. FERGUSON & CO.**

AUDITOR'S REPORT AND  
FINANCIAL ACCOUNTS  
1990

CHARTERED ACCOUNTANTS

KARACHI-LAHORE-RAWALPINDI

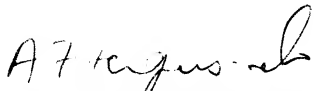
AUDITORS' REPORT TO  
AUSTRIAN RELIEF COMMITTEE FOR AFGHAN REFUGEES

We have examined the annexed statement of receipts and expenditure of the Austrian Relief Committee (ARC) for Afghan Refugees for the year ended December 31, 1990, with the records and vouchers maintained at Peshawar. Our examination was made in accordance with generally accepted auditing standards and accordingly included such tests of the accounting records and such other auditing procedures as were considered necessary in the circumstances and we report as follows:

In common with many other similar relief organisations ARC derives substantial part of its receipts from voluntary donations which cannot be fully controlled until these are entered in the accounting records. Donations included in the annexed statement are accordingly those which have been so recorded in the books of ARC. Further, receipt of donations - in kind, not valued for the purpose of this statement, has not been verified by us.

Expenditure related to rural development (Afghanistan) aggregating Rs 17,700,359 as referred to in note 7 to the statement of receipts and expenditure has been accepted by us on the basis of supporting documentary evidence in this respect obtained by the ARC representative and approval thereof by ARC management.

Subject to the foregoing, in our opinion the annexed statement of receipts and expenditure is in accordance with the records and vouchers maintained by ARC at Peshawar and presents fairly the funds received and expended during the year ended December 31, 1990.

  
Chartered Accountants  
AFMs

Rawalpindi March 25, 1991



AUSTRIAN RELIEF COMMITTEE (ARC)  
FOR AFGHAN REFUGEES

STATEMENT OF RECEIPTS AND EXPENDITURE  
FOR THE YEAR ENDED DECEMBER 31, 1990

	Note	Rupees
BALANCE AS AT JANUARY 1, 1990		
With bank - on current accounts		1,205,054
- on savings accounts		13,810
Remittance in transit (NRC/NCA)		718,557
Cash in hand		370,760
Advances, deposits and prepayments		2,803,889
		5,112,070
Unpaid expenses		(2,029,263)
		3,082,807
RECEIPTS		
Donations - in cash	1	38,571,847
- in kind	2	*
Technical training centres' income		33,166
Income from savings accounts with bank		981
Transfers from other projects	3	200,000
Sundry receipts		607,455
		39,413,449
		42,496,256
EXPENDITURE		
Organisational cost	5	4,010,014
Basic health units		
Office - Mardan	6	883,642
Unit 1 - Gandaf	6	1,282,554
Unit 2 - Baghicha	6	1,169,617
Unit 3 - Kagan	6	1,294,209
Training	6	521,677
Rural development (Afghanistan)	7	17,700,359
Technical training centres		
Akora	8	2,430,000
Mundah	8	2,287,143
Other expenditure	9	737,511
Transfers to other projects	3	500,000
Staff training	10	1,143,640
Paid for third parties	4	78,621
		34,038,987
BALANCE AS AT DECEMBER 31, 1990		8,457,269
		=====

AJK.



	Note	Rupees
REPRESENTED BY		
Balances with bank - on current accounts		8,874,149
Remittance in transit (NRC/NCA)		30,000
Cash in hand		33,386
Advances, deposits and prepayments	11	<u>597,232</u>
		9,534,767
Unpaid expenses		(1,077,498)
		<u>8,457,269</u>
		=====

\* Donations - in kind have not been valued  
for the purpose of this statement.

Breakdown of funds unspent as at December 31, 1990 is as follows:

Dutch Interchurch Aid, Netherlands	1,295,530
United Nations Development Programme	1,910,682
Austrian Association for Development & Cooperation (ADC), Austria	3,064,780
Others	<u>2,186,277</u>
	<u>8,457,269</u>
	=====

*AFM*

This statement should be read in conjunction with the annexed notes.

Director



AUSTRIAN RELIEF COMMITTEE (ARC)  
FOR AFGHAN REFUGEES

NOTES TO THE STATEMENT OF RECEIPTS AND EXPENDITURE  
FOR THE YEAR ENDED DECEMBER 31, 1990

	Note	Rupees
1. Donations - in cash		
Norwegian Refugee Council (NRC)		
Norwegian Church Aid (NCA), Norway		8,798,260
NRC/NCA project office, Peshawar		513,578
Bread for the World, West Germany		1,249,972
Oxfam, Great Britain		1,800,000
Austrian Association for Development & Cooperation (ADC), Austria		5,052,689
Institute for International Cooperation IIZ, Austria		1,875,132
Dutch Interchurch Aid, Netherlands	(a)	2,663,662
Nederlandse Organisatie Voor Internationale Ontwikkelingssamenwerking (Novib), Netherlands		6,026,580
Dr Helmuth Schodl, Austria		396,913
Hilfswerk der Evangelischen Kirchen der Schweiz (HEKS), Switzerland		1,624,830
United Nations High Commissioner for Refugees		5,249,912
International Organisation for Migration		51,048
United Nations Development Programme	(b)	3,269,271
		<u>38,571,847</u>
		=====

(a) The total includes an amount of Rs 1,295,530 received in respect of 1991 programme.

(b) The total amount is made up of advances under two agreements, one for the period November 1, 1990 to April 30, 1991 and the other for the period September 1, 1990 to August 31, 1991.

*AJK*



2. Donations - in kind

The following donations in kind were received during the year which have not been valued for the purpose of this statement.

<u>Items</u>	<u>Quantity</u>	<u>Received from</u>
a. Agricultural products:		
i) Poplar cuttings	12,000 cuttings	Food and Agricultural Organisation
ii) Black poplar cuttings	2,000 "	"
iii) Wheatseed for trials	4,100 kgs	"
iv) Shaheen Maize Seed for trials	1,000 kgs	"
v) 4 variety maize seed for trials	150 kgs	"
vi) Sorghum grass	100 kgs	"
vii) DAP Fertilizer	4,600 kgs	"
viii) Urea Fertilizer	1,000 kgs	"
ix) Fruit trees	15,700 trees	"
b. Expendable laboratory supplies for BHUs	Various	Italian Cooperation for Development
c. Laboratory equipment for training	"	Medecins Sans Frontieres Artsen Zonder, Grenzen MSF - Belgium/Holland

3. Transfers from/to other projects

	Balance due from/(to) as at 1.1.1990	Receipts	Expenditure	Balance due from/(to) as at 31.12.1990
	Rs	Rs	Rs	Rs
Assistance to Skilled Afghan Refugees (ASAR)	(500,000)	-	500,000	-
Sanitation and Basic Health Programme (SBHP)	<u>200,000</u> <u>(300,000)</u> =====	<u>(200,000)</u> <u>(200,000)</u> =====	<u>-</u> <u>500,000</u> =====	<u>-</u> <u>-</u> =====

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4. Received for/paid  
to third parties

	Balance due from/(to) as at 1.1.1990	Receipts	Expenditure	Balance due from/(to) as at 31.12.1990
	Rs	Rs	Rs	Rs
Swat Hospital	(211,758)	-	78,621	(133,137)
	=====	=====	=====	=====

5. Organisational costs

	Rupees
Local staff	868,498
Expatriate staff	1,056,320
Housing, utilities and travelling - expatriate staff	222,998
Transportation	558,019
Rent, telephone, gas and electricity etc - office	403,459
Auditing and consultations	175,752
Building costs	56,200
Stationery and ribbons	98,819
Other costs	381,611
Inventory (non expendable)	188,338
	<u>4,010,014</u>
	=====

6. Basic health units

	Office Mardan Rs	Unit 1 Gandaf Rs	Unit 2 Baghicha Rs	Unit 3 Kagan Rs	Training Rs
Salaries and benefits	472,099	638,046	644,040	455,988	238,709
Transportation	84,199	61,519	59,507	74,313	22,602
Rent, telephone, gas and electricity etc	147,492	111,302	71,147	65,638	-
Building costs	-	38,587	13,600	5,274	-
Expendables (stationery, other costs)	30,477	19,386	33,554	16,751	20,197
Inventory (non expendable)	149,375	45,057	41,087	438,327	148,677
Medicines and equipments	-	347,130	242,822	214,060	-
Food, sports and education material	-	4,142	34,674	12,935	91,492
Help to patients	-	17,385	29,186	10,923	-
	<u>883,642</u>	<u>1,282,554</u>	<u>1,169,617</u>	<u>1,294,209</u>	<u>521,677</u>
	=====	=====	=====	=====	=====

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7. Rural development (Afghanistan)

	Note	Rupees
Peshawar office	7.1	965,926
Kandhar/Maroof	7.1	2,824,043
Five districts veterinary	7.1	2,182,933
Washir survey	7.1	143,958
Ghazni - Jaghori	7.2	2,002,908
- Malistan	7.2	2,073,002
Logar - Charkh/Barki Barak	7.3	4,706,777
- Kolangar/Khoshi	7.3	4,174,081
		<u>19,073,628</u>

Prepayments for 1990

(1,373,269)  
17,700,359  
=====

7.1	Peshawar office Rs	Kandhar/ Maroof Rs	Five districts veterinary Rs	Washir survey Rs
Salaries	744,279	803,318	336,309	87,428
Allowances	30,643	267,520		13,000
Transportation	52,156	278,728	155,969	
Rent and utilities	83,392		9,846	
Other cost	33,862	2,733	6,670	43,530
Stationery	13,289	3,407		
Inventory	8,305	3,650	128,660	
Irrigation labour		601,000		
Irrigation material		84,515		
Irrigation equipment		20,020		
Agrochemicals		431,930		
Nurseries		327,222		
Medicines			1,545,479	
	<u>965,926</u>	<u>2,824,043</u>	<u>2,182,933</u>	<u>143,958</u>
	=====	=====	=====	=====

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## 7.2 Ghazni province

	Jaghori Rs	Malistan Rs
Salaries	390,402	477,791
Allowances	76,942	135,948
Transport	92,891	119,150
Rent	1,571	
Other costs	13,455	15,933
Stationery		3,714
Inventory	323,810	102,612
Irrigation labour	673,785	137,390
Irrigation material	16,696	1,189
Irrigation equipment	5,736	
Crop production	376,928	41,994
Nurseries	30,692	141,685
Sheep farm		847,619
Gleam weaving		47,977
	<u>2,002,908</u>	<u>2,073,002</u>
	=====	=====

## 7.3 Logar province

	Charkh/ Barak Rs	Kolangar/ Khoshi Rs
Salaries	750,064	944,378
Allowances	102,596	159,620
Transport	300,603	441,142
Other costs	6,667	50,276
Organisation cost (U.N. Contract)		142,050
Inventory	91,641	4,500
Irrigation labour	183,485	349,110
Irrigation material	219,948	908,912
Irrigation equipment	54,600	
Agrochemicals	532,225	568,545
Fertilizer	838,229	314,620
Nurseries	168,302	29,234
Seed multiplication	368,187	28,604
Beekeeping	645,132	233,090
Poultry farm	445,098	
	<u>4,706,777</u>	<u>4,174,081</u>
	=====	=====

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8. Technical training centres

	Akora Rupees	Mundah Rupees
Salaries and benefits	1,042,124	980,018
Transportation	131,119	99,372
Rent, telephone, gas and electricity etc	57,452	42,751
Expendables (stationery, other costs)	63,469	62,208
Inventory (non expendable)	107,197	74,998
Construction	58,485	75,129
Scholarships and food	399,019	460,578
Spare parts and work material	288,365	223,590
Consultancy	26,596	11,095
	<u>2,173,826</u>	<u>2,029,739</u>
Follow-up programme	256,174	257,404
	<u>2,430,000</u>	<u>2,287,143</u>
	=====	=====

9. Other expenditure

	Rupees
Individual support (local)	13,686
Agricultural training institute	106,703
Children parks	140,250
Publications	140,550
Sanitation project manager's salary	180,000
Mines advisory group	50,000
Louis Dupree seminar	106,322
	<u>737,511</u>
	=====

10. Staff training

	Rupees
Salaries and benefits	583,351
Transport domestic	73,170
Transport abroad	376,247
Other cost	32,427
Course fees	33,230
Inventory	45,215
	<u>1,143,640</u>
	=====

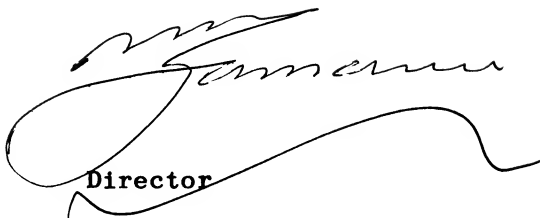
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11. Advances, deposits and prepayments

	Rupees
Advances to employees for expenses	287,506
Prepaid rent	206,000
Security deposits	18,500
Other prepayments	<u>85,226</u>
	<u>597,232</u>
	=====

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Director



# **A. F. FERGUSON & CO.**

**CHARTERED ACCOUNTANTS**

**KARACHI-LAHORE-RAWALPINDI**

## **AUDITORS' REPORT TO**

### **AUSTRIAN RELIEF COMMITTEE FOR AFGHAN REFUGEES - SANITATION AND BASIC HEALTH PROGRAMME**

We have examined the annexed statement of receipts and expenditure of the Austrian Relief Committee for Afghan Refugees - Sanitation and Basic Health Programme (ARC - SBHP) for the year ended December 31, 1990 with the records and vouchers maintained at Peshawar. Our examination was made in accordance with generally accepted auditing standards and accordingly included such tests of the accounting records and such other auditing procedures as were considered necessary in the circumstances and we report as follows:

Funds received as reflected in the annexed statement are based on amounts so recorded in the books of the project.

Subject to the foregoing, in our opinion the annexed statement of receipts and expenditure is in accordance with the records and vouchers maintained by ARC - SBHP at Peshawar and presents fairly the funds received and expended during the year ended December 31, 1990 on this account.



Chartered Accountants

AFF

Rawalpindi March 25, 1991



AUSTRIAN RELIEF COMMITTEE FOR AFGHAN  
REFUGEES - SANITATION AND BASIC HEALTH  
PROGRAMME (ARC - SBHP)

STATEMENT OF RECEIPTS AND EXPENDITURE  
FOR THE YEAR ENDED DECEMBER 31, 1990

	Note	Rupees
BALANCE AS AT JANUARY 1, 1990		
With bank - on current accounts		111,042
Cash in hand		<u>29,714</u>
		140,756
Unpaid expenses		<u>(356,750)</u>
		(215,994)
RECEIPTS		
Donations - in cash	1	4,381,112
- in kind		-
Other income	2	282,674
Amount recovered from Public Health Engineering Department in respect of material cost		<u>134,262</u>
		<u>4,798,048</u>
		4,582,054
EXPENDITURE		
Staff cost		2,033,789
Office cost		241,396
Material cost		1,058,483
Environmental project		9,622
Training programme		26,416
Transportation		326,410
Transfer to ARC - main office	3	200,000
Transfer to United Nations High Commissioner for Refugees		146,370
Transfer to United Nations Children's Fund		<u>18,804</u>
		<u>4,061,290</u>
BALANCE AS AT DECEMBER 31, 1990		520,764
		=====

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REPRESENTED BY

Balances with bank - on current accounts  
Cash in hand  
Advances for expenses

Unpaid expenses

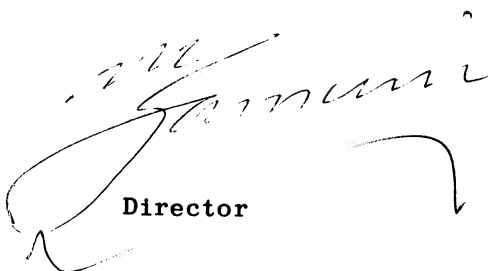
Rupees

468,088  
19,734  
79,742  
567,564

(46,800)  
520,764  
=====

This statement should be read in conjunction with the annexed notes.

AJH

  
Director



AUSTRIAN RELIEF COMMITTEE FOR AFGHAN  
REFUGEES - SANITATION AND BASIC HEALTH  
PROGRAMME (ARC - SBHP)

NOTES TO THE STATEMENT OF RECEIPTS AND EXPENDITURE  
FOR THE YEAR ENDED DECEMBER 31, 1990

Rupees

1. Donations - in cash

United Nations High Commissioner for Refugees (UNHCR)	3,948,096
United Nations Children's Fund	289,350
Save the Children Fund	45,550
Swedish Committee for Afghanistan	64,466
Catholic Relief Services	33,650
	<u>4,381,112</u>
	=====

2. Other income

This includes Rs 145,775 transferred from unpaid expenses. This amount represents an expense booked in 1989 in respect of slabs to be received in 1990. Due to inability of the supplier to deliver the slabs, the expense has now been written back and the amount treated as 'other income'.

3. Transfer from/to ARC - main office

Balance due from/(to) as at 1.1.1990	Receipts	Expenditure	Balance due from/(to) as at 31.12.1990
<u>Rs</u>	<u>Rs</u>	<u>Rs</u>	<u>Rs</u>
(200,000)	-	200,000	NIL
=====	=====	=====	===

1776

Director



# ARC

Österreichisches  
Hilfskomitee für  
Afghanistan

د افغانستان مهاجر و د پاره  
دا طریش د مرستو کمیته

Austrian Relief Committee  
for Afghan Refugees

## ARC AUSTRIA - AUDITOR'S REPORT

Wir bestätigen, den Rechnungsabschluß für das Jahr 1989  
samt den dazugehörigen Belegen und Kontoauszügen geprüft  
und in Ordnung befunden zu haben.

Wien, am 1. Juni 1990

Wien, am 8. Oktober 1990

.....  


Dkfm. Helmut K. Steiner

.....  


Dr. Harald Wögerbauer

(We hereby certify that we have checked the financial summary  
for 1989, including account and vouchers, and found them in order.)



Österreichisches  
Hilfskomitee für  
Afghanistan

ARC

د افغانستان مهاجر و د پاره  
د اطریش د مرستو کمیته

Austrian Relief Committee  
for Afghan Refugees

EINNAHMEN UND AUSGABEN 1989

Buchhaltung: ARC-Wien

Kontostände per 31.12.1988

GZB	58.975,03	
PSK	58.805,64	
	-----	
	117.780,67	117.780,67

Eingänge 1989

Spenden	23.199,12	
Mitgl. Beiträge	3.850,00	
Zuwendungen Peshawar	210.351,20	
Habenzinsen	3.673,69	
	-----	
	241.074,01	241.074,01

Aufwendungen 1989

Leistungen f.		
Füchtlinge	158.996,86	
Kosten	3.091,00	
Steuern	2.310,00	
KEST	335,08	
	-----	
	164.732,94	164.732,94
		-----
		194.121,74
		=====

Kontostände per 31.12.1989

GZB	124.882,22
PSK	69.239,52
	-----
	194.121,74
	=====



## APPENDIX II

### LIST OF ARC PUBLICATIONS

- Agricultural Skills Survey of Ghazni, Logar and Kandahar (1990).
- Agriculture Survey of Ghazni and Logar (1990).
- KALDOR Kathryn: "Assisting Skilled Women", observations on implementing income-generation projects for female Afghan refugees (1988).
- MOUSSARD Isabelle: "A Resource Compilation of Information on Afghan Refugee Culture and Life", a field study of families in refugee villages (1988).
- STEINER-EDER Gabi: Guidelines for Master Trainers, English, 52 pages (1990).
- STEINER-EDER Gabi and ZAMANI Dr. A. Rahman: "Prevention Is Better than Cure", a curriculum for health education in schools. English and Pashtu versions with set of 70 Pashtu flash cards (1988).
- ZAMANI Dr. A. Rahman: Pashtu translation of "Better Child Care" edited by the Voluntary Health Association of India. A co-production of ARC and IRC (1986).
- ZAMANI Dr. A. Rahman: Pashtu translation of "Where There Is No Doctor" by David Werner; 4th edition (1989).
- ZAMANI Dr. A. Rahman: Guidelines for ARC Laboratories, Dari, 31 pages (1990).
- ZAMANI Dr. A. Rahman: BHUS and Primary Health Care Programme Annual Report 1989, English, 30 pages.
- ZAMANI Dr. A. Rahman: Operational Procedures Manual for Medical Officers, English, 70 pages (draft) (1990).
- ARC CALENDAR 1990: 19th Century Views of Afghanistan from the Louis Dupree Collection.
- ARC CALENDAR 1991: Miniature paintings of Afghanistan.
- ARC ANNUAL REPORTS: 1980-1982 (German); 1983-1990 (English).



## APPENDIX III

### ABBREVIATIONS

#### **ORGANIZATIONS**

ACBAR	Agencies Coordinating Body for Afghan Relief
ADC	Austrian Association for Development and Cooperation
ARC	Austrian Relief Committee for Afghan Refugees
BFW	Brot fuer die Welt, Germany
FAO	Food and Agriculture Organization
HEKS	Hilfswerk der Evangelischen Kirchen der Schweiz, Switzerland
IIZ	Institut fuer Internationale Zusammenarbeit, Austria
IRC	International Rescue Committee, USA
NCA	Norwegian Church Aid, Norway
NOVIB	Nederlandse Organisatie voor Internationale Ontwikkelingssamenwerking, Netherlands
NRC	Norwegian Refugee Council, Norway
OXFAM	Oxfam, Great Britain
SCA	Swedish Committee for Afghanistan, Sweden
SCF	Save the Children Fund
SOH	Stichting Oekumenische Hulp (Dutch Interchurch Aid), Netherlands
SNI	Shelter Now International
SV	Stichting Vluchteling, Netherlands
UN	United Nations
UNDP	United Nations Development Programme
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
VSO	Voluntary Service Overseas, Great Britain
VOLKSHILFE	Volkshilfe, Austria
WFP	World Food Programme
WHO	World Health Organization

#### **ARC PROJECTS / UNITS**

BHU	Basic Health Unit
ELP	English Language Programme
FUP	Follow-up Programme
PHC	Primary Health Care Programme
SBH	Sanitation and Basic Health Education Programme
TTC	Technical Training Centre



## OTHER

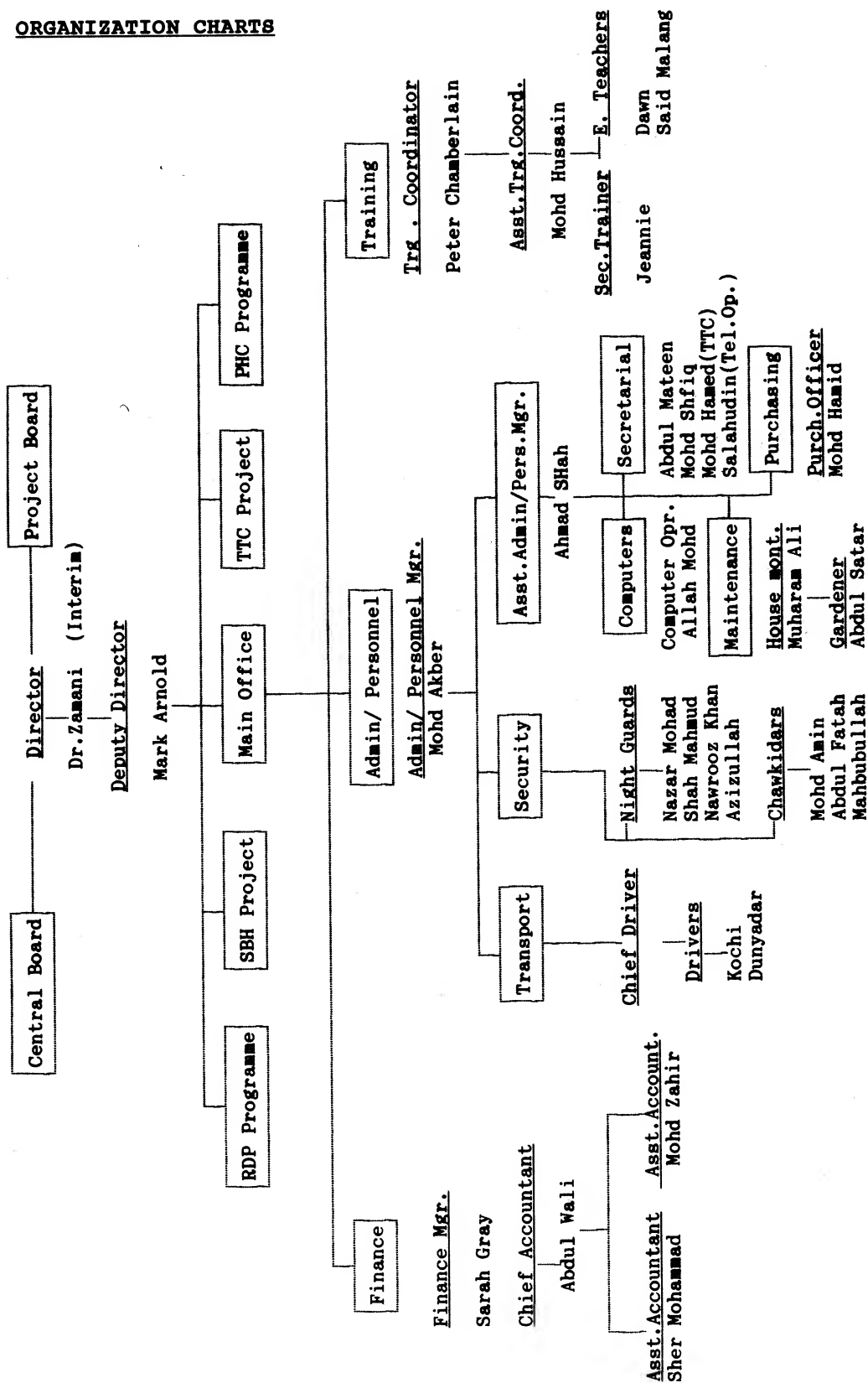
ARI	Acute Respiratory Infections
CDD	Control of Diarrhoeal Diseases
CHS	Community Health Supervisor
CHW	Community Health Worker
DSM	Dried Skimmed Milk
EPI	Expanded Programme of Immunization
LHV	Lady Health Visitor
MCH	Mother and Child Health
NGO	Non-Governmental Organization
NWFP	North West Frontier Province
RV	Refugee Village
TBA	Traditional Birth Attendant (Dai)
VIP	Ventilated Improved Pit
VOLAG	Voluntary Agency



# APPENDIX IV

## ORGANIZATION CHARTS

### MAIN OFFICE ORGANIZATION CHART

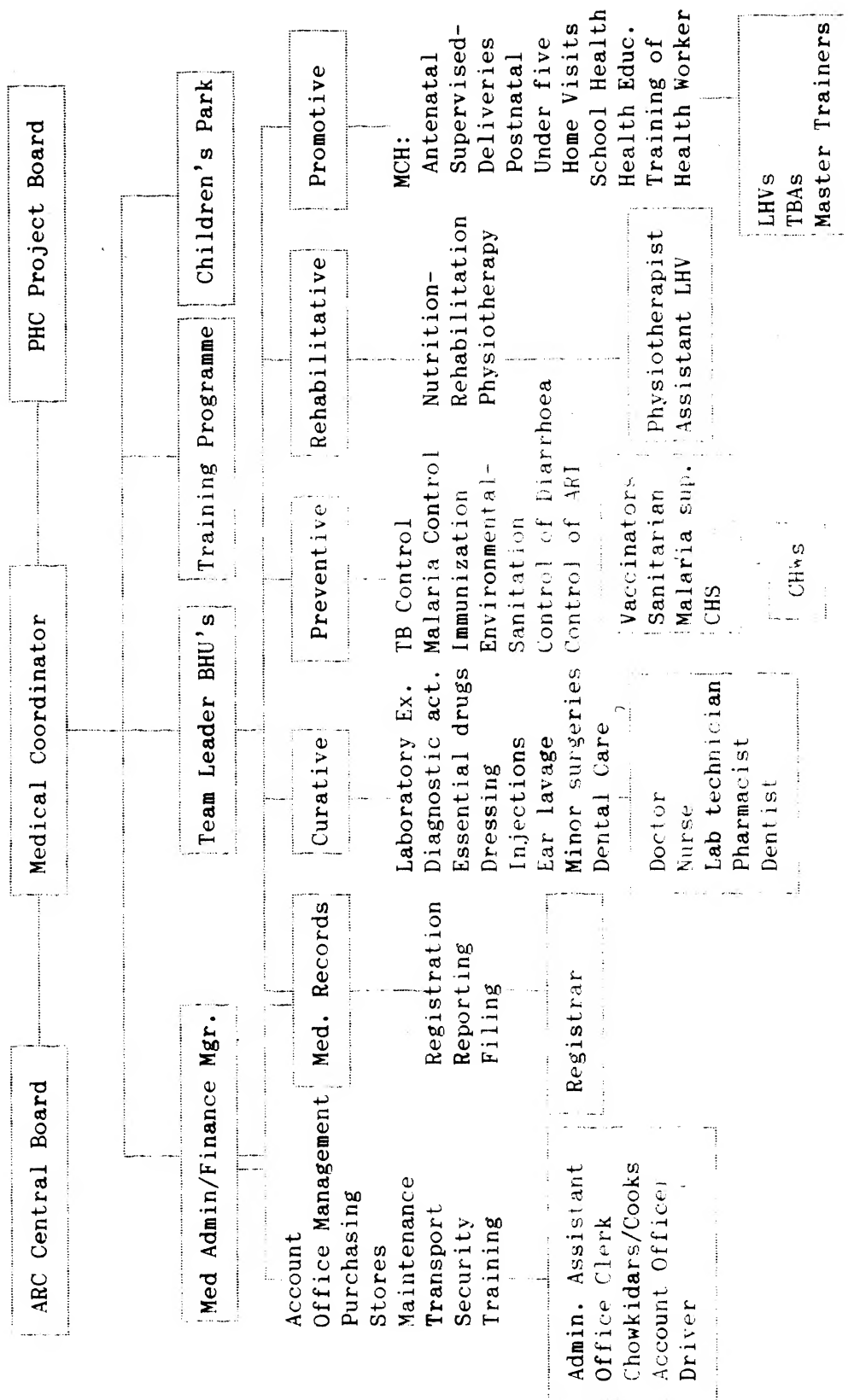




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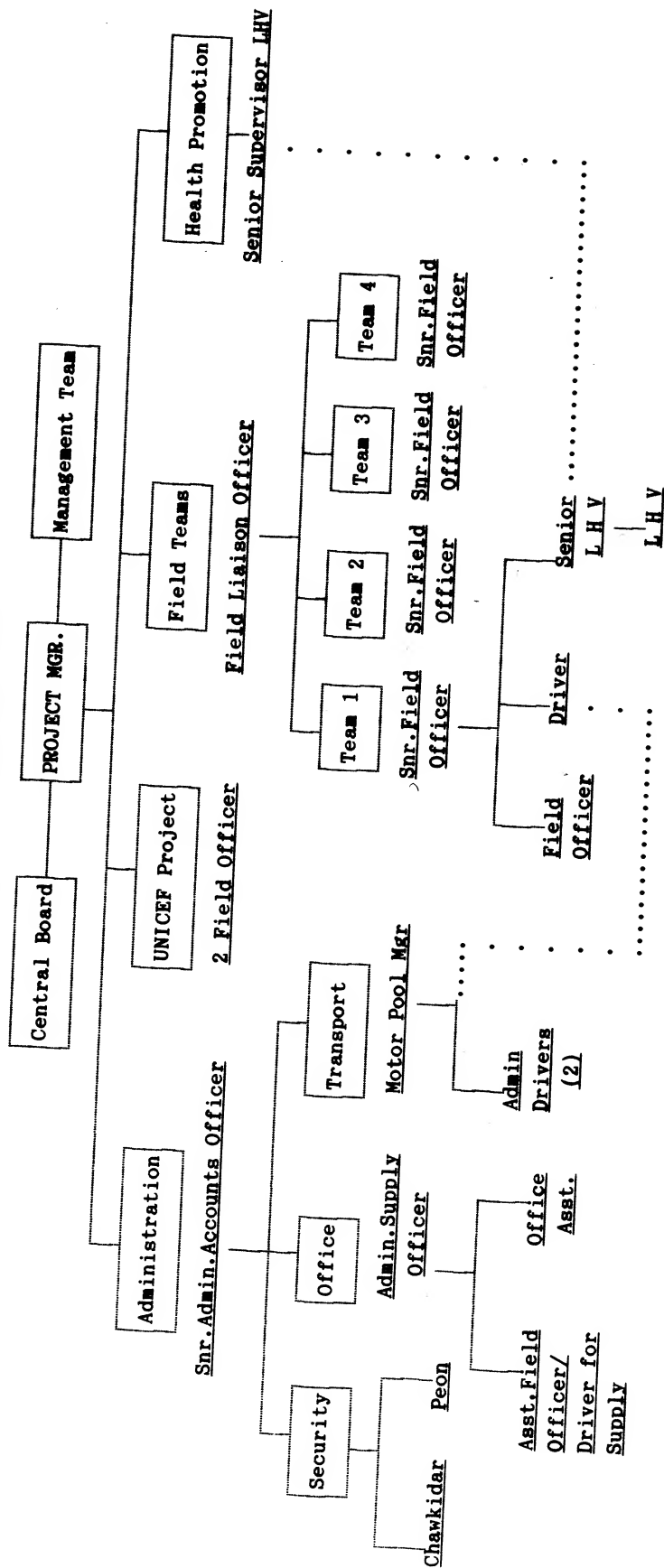
# PHC ORGANIZATION OF ACTIVITIES





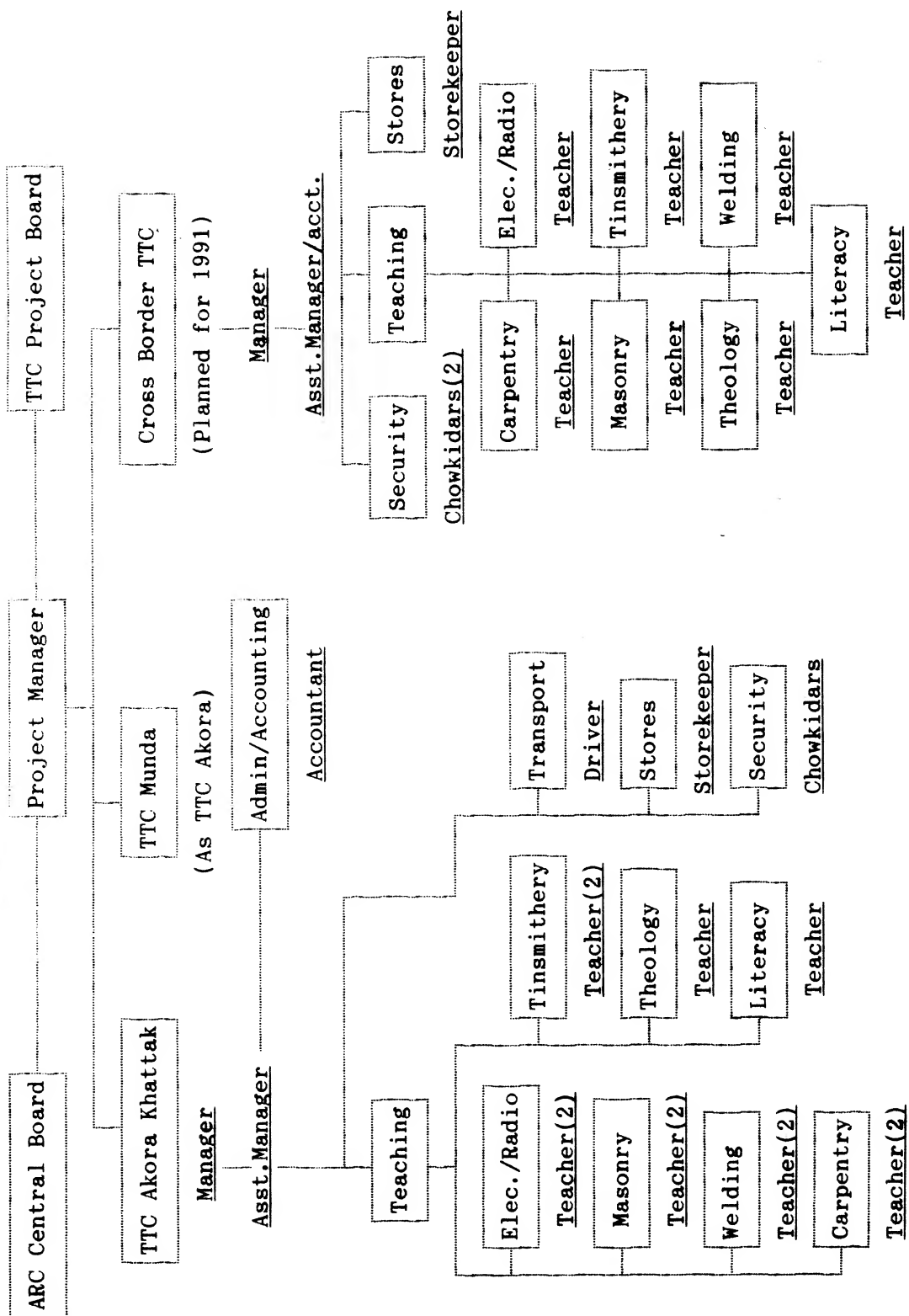
# PHC ORGANIZATION CHART

## SBH ORGANIZATION CHART





## TTCs ORGANIZATION CHART





# RDP ORGANIZATION CHART

